



# King County

1200 King County  
Courthouse  
516 Third Avenue  
Seattle, WA 98104

## Meeting Agenda Committee of the Whole

*Claudia Balducci, Chair;*  
*Jorge Barón, Vice Chair;*  
*Rod Dembowski, Reagan Dunn, Teresa Mosqueda, Sarah Perry,*  
*Dave Upthegrove, Pete von Reichbauer, Girmay Zahilay*

*Lead Staff: Andy Micklow (206-263-3226)*  
*Committee Clerk: Blake Wells (206-263-1617)*

9:30 AM

Tuesday, August 27, 2024

Hybrid Meeting

### REVISED AGENDA

**Hybrid Meetings:** Attend the 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 to 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 Committee of the Whole 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](mailto: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:** You may provide oral comment on current agenda items during the meeting's public comment period by connecting to the meeting via phone or computer using the ZOOM application at <https://zoom.us/join>, and entering the webinar ID number 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 Meeting ID: 853 1323 8538

If you do not have access to the ZOOM application, you can connect to the meeting by calling 1 253 215 8782 and using the Webinar ID. Connecting in this manner, however, may impact your ability to be unmuted to speak.

**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: [www.kingcounty.gov/kctv](http://www.kingcounty.gov/kctv), or input the link web address into your web browser.
- 2) Watch King County TV Comcast Channel 22 and 322(HD), 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

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

3. Approval of Minutes p. 5

*July 23, 2024 meeting minutes*

4. Public Comment

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## Discussion and Possible Action

5. [Proposed Motion No. 2024-0227](#) p. 8

A MOTION approving the extension of the executive's appointment of Ed Carter as acting director of the community corrections division within the King County department of adult and juvenile detention.

**Sponsors:** Balducci

*Andy Micklow, Council staff*

6. [Proposed Motion No. 2024-0232](#) p. 14

A MOTION confirming the appointment of Leon Richardson as director of the department of local services.

**Sponsors:** Balducci

*Wendy Soo Hoo, Council staff*

7. [Proposed Motion No. 2024-0230](#) p. 25

A MOTION appointing a qualified person to a vacant position on the fire district No. 37 board of commissioners.

**Sponsors:** Dunn

*Sherrie Hsu, Council staff*

## Discussion Only

8. [Proposed Ordinance No. 2024-0236](#) p. 31

AN ORDINANCE approving the King County Doors Open Program implementation plan, required by Ordinance 19710, Section 9, to govern the expenditure of the cultural access sales and use tax from 2024 through 2031 to achieve outcomes related to public and educational benefits and economic support for arts, science, and heritage organizations.

**Sponsors:** Balducci and Zahilay

*Leah Krekel-Zoppi, Council staff*

*Andy Micklow, Council staff*

*Gene Paul, Council staff*

*Brian Carter, CEO, 4Culture*

*Aaron Rubardt, Deputy Budget Director, Office of Performance, Strategy, and Budget*



Sign language and interpreter services can be arranged given sufficient notice (206-848-0355).  
TTY Number - TTY 711.  
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9. [Proposed Ordinance No. 2024-0257](#) p. 109

AN ORDINANCE authorizing the executive to execute the amended and restated interlocal agreement for the establishment of the King County Regional Homelessness Authority, a joint or cooperative undertaking with the city of Seattle and with such public agencies as are eligible under the terms of the interlocal agreement and applicable law.

**Sponsors:** Balducci

*April Sanders, Council staff*

*Shannon Braddock, Deputy Executive, Office of the Executive*

*Calli Knight, Director of Strategic Initiatives and Partnerships, Office of the Executive*

*Kate Baber, Director of Strategic Partnerships, DCHS*

## Other Business

## Adjournment



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TTY Number - TTY 711.  
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# King County

1200 King County  
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Seattle, WA 98104

## Meeting Minutes Committee of the Whole

*Claudia Balducci, Chair;  
Jorge Barón, Vice Chair;  
Rod Dembowski, Reagan Dunn, Teresa Mosqueda, Sarah  
Perry,  
Dave Upthegrove, Pete von Reichbauer, Girmay Zahilay*

*Lead Staff: Andy Micklow (206-263-3226)  
Committee Clerk: Blake Wells (206-263-1617)*

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9:30 AM

Tuesday, July 23, 2024

Hybrid Meeting

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### DRAFT MINUTES

1. **Call to Order**

*Chair Balducci called the meeting to order at 9:31 AM.*

2. **Roll Call**

**Present:** 9 - Balducci, Barón, Dunn, Dembowski, Mosqueda, Perry, Upthegrove, von Reichbauer and Zahilay

3. **Approval of Minutes**

*Vice Chair Barón moved approval of the June 25, 2024 meeting minutes. There being no objections, the minutes were approved.*

4. **Public Comment**

*The following people provided public comment:*

*Lee Lambert  
Matthew Sutherland  
Katherine Hollis  
Kelli Refer  
Chris Randels  
Krystal Marx*

## Discussion and Possible Action

### 5. [Proposed Motion No. 2024-0206](#)

A MOTION endorsing the Safe System approach to achieve the goal of zero traffic deaths and serious injuries in King County; and requesting that the King County executive propose a strategy to develop a coordinated, multiagency safety action plan using the Safe System approach.

*Mary Bourguignon, Council staff, briefed the committee via PowerPoint presentation.*

*This item was expedited to the August 20, 2024 meeting of the Metropolitan King County Council.*

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

**Yes:** 9 - Balducci, Barón, Dunn, Dembowski, Mosqueda, Perry, Upthegrove, von Reichbauer and Zahilay

## Briefing

### 6. [Briefing No. 2024-B0091](#)

Safe System Approach and Vision Zero for Traffic Safety

*Cecelia Black, Seattle Transit Organizer, Disability Mobility Initiative, Benito O. Pérez, Policy Director, Transportation for America, and Leah Shahum, Executive Director, Vision Zero Network, and Tony Gomez, Manager, Violence and Injury Prevention, Public Health-Seattle & King County, briefed the committee via PowerPoint presentation and answered questions from the members.*

**This matter was Presented.**

### 7. [Briefing No. 2024-B0092](#)

Intelligent Speed Assistance Feasibility Report

*Jenny Giambattista, Council Staff, Alex Epstein, Office of Policy, Planning & Environment, U.S. DOT Volpe National Transportation Systems Center, Sarah Yahoodik, Engineering Psychologist, U.S. DOT Volpe National Transportation Systems Center, and Chauntelle Hellner, Division Director Fleet Services, King County Department of Executive Services, briefed the committee via PowerPoint presentation and answered questions from the members.*

**This matter was Presented**

### Discussion and Possible Action

8. [Proposed Motion No. 2024-0203](#)

A MOTION confirming the appointment of Kelly Rider as director of the department of community and human services.

*Miranda Leskinen, Council staff, Dwight Dively, Director, Office of Performance, Strategy, and Budget, and Kelly Rider, appointee, briefed the committee and answered questions from the members.*

*This item was expedited to the August 20, 2024 meeting of the Metropolitan King County Council.*

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

**Yes:** 9 - Balducci, Barón, Dunn, Dembowski, Mosqueda, Perry, Upthegrove, von Reichbauer and Zahilay

9. [Proposed Motion No. 2024-0208](#)

A MOTION authorizing the chair of the council to enter into a contract for services to represent the county with the Washington state Legislature.

*Mac Nicholson, Director of Government Relations, King County Council, briefed 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:** 9 - Balducci, Barón, Dunn, Dembowski, Mosqueda, Perry, Upthegrove, von Reichbauer and Zahilay

### Other Business

*Chair Balducci advised members of known items that will be on upcoming agendas.*

### Adjournment

*The meeting was adjourned at 11:31 AM.*

Approved this \_\_\_\_\_ day of \_\_\_\_\_

\_\_\_\_\_  
Clerk's Signature



**King County**

**Metropolitan King County Council  
Committee of the Whole**

**STAFF REPORT**

<b>Agenda Item:</b>	5	<b>Name:</b>	Andy Micklow
<b>Proposed No.:</b>	2024-0227	<b>Date:</b>	August 27, 2024

**SUBJECT**

Proposed Motion 2024-0227 would approve an extension of the Executive's appointment of Ed Carter as acting director of the Community Corrections Division within the King County Department of Adult and Juvenile Detention through October 14, 2024.

**SUMMARY**

King County Code (KCC) 2.16.110 defines the process for appointment and confirmation of exempt public officials. KCC requires that a motion be approved by the King County Council for the interim director to serve for more than 150 days. Ed Carter was initially appointed to serve as acting director effective March 16, 2024. After the initial 150 days transpired, KCC allows the appointee to continue serving if the Executive transmits a motion to Council for continued confirmation. The Executive transmitted the proposed motion to Council within the 150-day window.

**BACKGROUND**

**King County Department of Adult and Juvenile Detention (DAJD) Community Corrections Division.** The DAJD is made up of five divisions: the King County Correctional Facility in Seattle, the Maleng Regional Justice Center in Kent, the Juvenile Division, the Community Corrections Division, and the Administrative Services Division.

King County is responsible for the detention of all felons arrested in the county and presented for booking into jail, as well as misdemeanants arrested in the unincorporated King County or who have committed offenses that are adjudicated by the King County District Court (“state cases”). Additionally, other jurisdictions contract with DAJD for the detention of misdemeanants who fall under their jurisdiction, including the University of Washington, the Port of Seattle, and approximately 30 cities in King County. In addition to housing such individuals pre-trial, DAJD is responsible for the detention of individuals post-adjudication who are serving sentences of less than one year.<sup>1</sup>

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<sup>1</sup> K.C.C. 2.16.120



In 2002,<sup>2</sup> the King County Council adopted as County policy that its secure detention facilities would only be used to house offenders who present a public safety risk. As a result, the County has developed alternatives to secure detention, provides treatment resources to offenders, and provides other community services to offenders to reduce recidivism. Alternatives to secure detention and treatment programs for adults are administered through the department's Community Corrections Division. The Community Corrections Division also provides services to the courts to support judicial placement decisions for both pre-trial and sentenced inmates.

**KCC Requirements.** KCC 2.16.110 outlines timeframes and requires specific actions be taken by the Executive and Council for the appointment and confirmation of exempt public officials. Individuals who are temporarily appointed during the recruitment for a permanent appointee serve in an acting capacity. Individuals appointed to acting positions may serve for no more than 150 days unless extended by motion adopted by Council. Such extensions last no more than 60 days. Ninety days after an acting appointment has been made, the Executive is required to transmit a status report on the Executive's search for qualified candidates. In alignment with that provision, the transmittal letter dated July 11, 2024, that accompanied Proposed Motion 2024-0227, provides the Council with the recruitment status for the position.

## **ANALYSIS**

**Appointee Information.** Mr. Carter has been serving as acting director since March 2024. Before being appointed acting director, Mr. Carter served as the Community Corrections Division deputy director since February 2017.

**Recruitment Status.** According to Executive staff, the national posting went live on August 12, 2024. DAJD expects to interview the first round of candidates in mid-September. Final candidate presentations to interested parties are expected to occur in early to mid-October. If the recruitment is successful, an offer would be made shortly after final candidate presentation. The Executive intends to transmit a second extension to extend Mr. Carter's acting appointment through December 11, 2024.

This motion appears consistent with code requirements.

## **INVITED**

- Dwight Dively, Director, Department of Performance, Strategy, and Budget

## **ATTACHMENTS**

1. Proposed Motion 2024-0227
2. Transmittal Letter

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<sup>2</sup> Adult Justice Operational Master Plan, Ordinance 14430, adopted July 22, 2002.



**KING COUNTY**

1200 King County Courthouse  
516 Third Avenue  
Seattle, WA 98104

**Signature Report**

**Motion**

**Proposed No.** 2024-0227.1

**Sponsors** Balducci

1           A MOTION approving the extension of the executive's  
2           appointment of Ed Carter as acting director of the  
3           community corrections division within the King County  
4           department of adult and juvenile detention.

5           BE IT MOVED by the Council of King County:

6           In accordance with KCC 2.16.110.E., the King County council approves the  
7           continuation of Ed Carter as acting director of the community corrections division within

8 the King County department of adult and juvenile detention for a succeeding period  
9 ending on October 14, 2024.

KING COUNTY COUNCIL  
KING COUNTY, WASHINGTON

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Dave Upthegrove, Chair

ATTEST:

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Melani Pedroza, Clerk of the Council

APPROVED this \_\_\_\_ day of \_\_\_\_\_, \_\_\_\_.

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Dow Constantine, County Executive

**Attachments:** None



## King County

**Dow Constantine**  
 King County Executive  
 401 Fifth Avenue, Suite 800  
 Seattle, WA 98104-1818  
**206-263-9600** Fax 206-296-0194  
 TTY Relay: 711  
[www.kingcounty.gov](http://www.kingcounty.gov)

July 23, 2024

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

Dear Councilmember Upthegrove:

I am pleased to transmit the attached motion for the King County Council's consideration, which would, if approved, confirm Leon Richardson as Director of the Department of Local Services (DLS) consistent with King County Code 2.16.110. The enclosed materials comprise the full set of confirmation documents as established by code and practice.

I appointed Mr. Richardson as DLS Department Director, effective July 22, 2024. Mr. Richardson joined King County in 2019 and most recently served as the Director of the Adult Services Division with the Department of Community and Human Services (DCHS). Prior to serving as Division Director, Mr. Richardson was the Deputy Division Director at Adult Services. During his tenure at King County, Mr. Richardson oversaw the renewal of the \$550 million Veteran, Seniors and Human Services Levy. During the COVID-19 pandemic, he oversaw the formation of three regional assessment and recovery centers to reduce the strain on local hospitals. Mr. Richardson also led DCHS's \$400 million eviction prevention and rent assistance program.

Prior to working at King County, Mr. Richardson served in the U.S. Army, where he created and implemented a robust plan to bring humanitarian aid to east Africa. His demonstrated success in strategic planning and establishing cross-functional partnerships makes him uniquely qualified to serve as DLS Director and to lead the County's efforts to connect the quarter-million residents of unincorporated King County to their local government.

Thank you for your consideration of this motion. If your staff have any questions, please contact Dwight Dively, Chief Operating Officer, Office of the Executive, at 206-263-9687.

The Honorable Dave Upthegrove

July 23, 2024

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Sincerely,



for

Dow Constantine

King County Executive

Enclosure

cc: King County Councilmembers

ATTN: Stephanie Cirkovich, Chief of Staff

Melani Hay, Clerk of the Council

Karan Gill, Chief of Staff, Office of the Executive

Penny Lipsou, Council Relations Director, Office of the Executive

Whitney Abrams, Chief People Officer, Office of the Executive

Dwight Dively, Chief Operating Officer, Office of the Executive

Jay Osborne, Director, Department of Human Resources

Leon Richardson, Director Designee, Department of Local Services



**King County**

**Metropolitan King County Council  
Committee of the Whole**

**STAFF REPORT**

<b>Agenda Item:</b>	6	<b>Name:</b>	Wendy K. Soo Hoo
<b>Proposed No.:</b>	2024-0232	<b>Date:</b>	August 27, 2024

**SUBJECT**

Proposed Motion 2024-0232 would confirm the Executive’s appointment of Leon Richardson as Director of the Department of Local Services.

**SUMMARY**

Proposed Motion 2024-0232 would confirm Leon Richardson’s appointment as Director of the Department of Local Services. The King County Code provides for the Council to confirm or reject appointments of department heads by the County Executive.<sup>1</sup> Mr. Richardson previously served as the Director of the Adult Services Division of the Department of Community and Human Services.

**BACKGROUND**

The Council adopted Ordinance 18719 in 2018, which created the Department of Local Services (DLS) effective beginning in 2019. Under King County Code 2.16.055, DLS is “responsible for managing and being fiscally accountable for the permitting division and the road services division.” The King County Code also specifies DLS’s responsibilities to coordinate and improve services provided to unincorporated areas in King County and manage the community service area and community needs lists programs.<sup>2</sup>

K.C.C. 2.16.110 provides for the Council to confirm or reject appointments of department heads by the County Executive. Under K.C.C., the Executive is required to transmit written notice of an appointment and an accompanying motion within seven calendar days of an appointment being made and the Council must act to consider the confirmation within 90 days of receipt of the notification and the motion.

K.C.C. 2.16.110 also specifies that in considering confirmation of executive appointments, the Council shall base its review on five criteria (*summarized*): integrity and professionalism; commitment to and knowledge of the responsibilities of the office; demonstrated leadership, experience, and administrative ability; ability to work with the Executive, Council, and others; and demonstrated sensitivity to minorities and women.

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<sup>1</sup> King County Code 2.16.110

<sup>2</sup> The job description for the Department of Local Services Director is provided as Attachment 3 to this staff report.

## **ANALYSIS**

**Appointee Information.** Leon Richardson was appointed as the Director Designee of DLS effective July 22, 2024. According to the transmitted legislative package, Mr. Richardson joined King County in 2019 and most recently served as the Director of the Adult Services Division in the Department of Community and Human Services (DCHS). Mr. Richardson oversaw the renewal of the Veterans, Seniors, and Human Services Levy<sup>3</sup> in 2022. During the COVID-19 pandemic, he oversaw establishment of three regional assessment and recovery centers, which reduced the burden on local hospitals. He also led DCHS's eviction prevention and rent assistance program.

Mr. Richardson previously worked as a Senior Manager at the Tukwila Police Department and served in the U.S. Army, working on humanitarian aid efforts in east Africa.

**King County Code Requirements.** K.C.C. 2.16.110 outlines timeframes and criteria for the appointment and confirmation of exempt public officials.

Under K.C.C., the Executive is required to transmit written notice of an appointment and an accompanying motion within seven calendar days of an appointment being made and the Council must act to consider the confirmation within 90 days of receipt of the notification and the motion. Mr. Richardson was appointed as Director Designee on July 22, 2024, and the Executive transmitted Proposed Motion 2024-0232 was received July 23, 2024.

Final passage of Proposed Motion 2024-0232 before October 21, 2024, would fulfill the requirement for the Council to act within 90 days.

## **INVITED**

- Leon Richardson, Director Designee, Department of Local Services
- Penny Lipsou, Director of Council Relations, Executive's Office

## **ATTACHMENTS**

1. Proposed Motion 2024-0232
2. Transmittal Letter
3. Department of Local Services Director Job Description

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<sup>3</sup> Ordinance 19572



**KING COUNTY**

1200 King County Courthouse  
516 Third Avenue  
Seattle, WA 98104

**Signature Report**

**Motion**

**Proposed No.** 2024-0232.1

**Sponsors** Balducci

- 1                   A MOTION confirming the appointment of Leon
- 2                   Richardson as director of the department of local services.
- 3           BE IT MOVED by the Council of King County:
- 4           The appointment of Leon Richardson as director of the department of local



Motion

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5 services is hereby confirmed.

KING COUNTY COUNCIL  
KING COUNTY, WASHINGTON

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Dave Upthegrove, Chair

ATTEST:

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Melani Pedroza, Clerk of the Council

APPROVED this \_\_\_\_ day of \_\_\_\_\_, \_\_\_\_\_.

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Dow Constantine, County Executive

**Attachments:** None



## King County

**Dow Constantine**  
 King County Executive  
 401 Fifth Avenue, Suite 800  
 Seattle, WA 98104-1818  
**206-263-9600** Fax 206-296-0194  
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July 23, 2024

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

Dear Councilmember Upthegrove:

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I appointed Mr. Richardson as DLS Department Director, effective July 22, 2024. Mr. Richardson joined King County in 2019 and most recently served as the Director of the Adult Services Division with the Department of Community and Human Services (DCHS). Prior to serving as Division Director, Mr. Richardson was the Deputy Division Director at Adult Services. During his tenure at King County, Mr. Richardson oversaw the renewal of the \$550 million Veteran, Seniors and Human Services Levy. During the COVID-19 pandemic, he oversaw the formation of three regional assessment and recovery centers to reduce the strain on local hospitals. Mr. Richardson also led DCHS's \$400 million eviction prevention and rent assistance program.

Prior to working at King County, Mr. Richardson served in the U.S. Army, where he created and implemented a robust plan to bring humanitarian aid to east Africa. His demonstrated success in strategic planning and establishing cross-functional partnerships makes him uniquely qualified to serve as DLS Director and to lead the County's efforts to connect the quarter-million residents of unincorporated King County to their local government.

Thank you for your consideration of this motion. If your staff have any questions, please contact Dwight Dively, Chief Operating Officer, Office of the Executive, at 206-263-9687.

The Honorable Dave Upthegrove

July 23, 2024

Page 2

Sincerely,



for

Dow Constantine

King County Executive

Enclosure

cc: King County Councilmembers

ATTN: Stephanie Cirkovich, Chief of Staff

Melani Hay, Clerk of the Council

Karan Gill, Chief of Staff, Office of the Executive

Penny Lipsou, Council Relations Director, Office of the Executive

Whitney Abrams, Chief People Officer, Office of the Executive

Dwight Dively, Chief Operating Officer, Office of the Executive

Jay Osborne, Director, Department of Human Resources

Leon Richardson, Director Designee, Department of Local Services



King County  
**Department Director - Local Services**

<b>SALARY</b>	\$190,798.40 - \$241,841.60 Annually	<b>LOCATION</b>	Various Locations throughout King County, WA
<b>JOB TYPE</b>	Appointed	<b>JOB NUMBER</b>	2024EY21681
<b>DEPARTMENT</b>	DLS - Dept. of Local Services	<b>OPENING DATE</b>	04/19/2024
<b>CLOSING DATE</b>	5/5/2024 at 11:59 PM Pacific Time (US & Canada); Tijuana	<b>FLSA</b>	Exempt
<b>BARGAINING UNIT</b>	Z3 : KC Personnel Guidelines	<b>FULL- OR PART-TIME</b>	Full Time

**Summary**

[https://player.vimeo.com/video/936821236?h=4d1653ae9f&badge=0&autoplay=0&player\\_id=0&app\\_id=58479](https://player.vimeo.com/video/936821236?h=4d1653ae9f&badge=0&autoplay=0&player_id=0&app_id=58479)

**This position is open to current and former King County employees only.**

The **Department of Local Services** is looking for a **Department Director** who will be a vital member of the Executive's Cabinet and will be responsible for shaping and executing the Executive's vision of performance, accountability, and unified service to unincorporated areas of King County. The successful candidate will be an experienced customer-focused leader, have a thorough understanding of government service delivery, be able to effectively build collaborative relationships and partnerships with community and County partners, and have a proven track record of running a highly responsive organization.

**About the Role:**

As a member of the **King County Executive's Cabinet**, you will advance Executive Constantine's priorities including:

- Climate and environmental priorities, such as working with communities in unincorporated King County to reduce greenhouse gas (GHG) emissions, increasing climate equity, preparing for climate change, and protecting water quality, restoring habitat, and conserving open space.
- Upholding and implementing principles of equity, racial, and social justice.
- Advancing the Executive's goal to be the [Best Run Government](#).

In close coordination with the Office of the Executive and division directors, the successful candidate will help transform services to unincorporated King County through employee engagement, community collaboration, support for local planning and community initiatives and empowerment to solve problems and improve processes.

We prioritize high-performing executives who are passionate about addressing climate change, reducing built environment (*or building*) GHG emissions, and protecting and restoring the natural environment. This position manages a large, complex organization. We value candidates with a track record of tangible results and a strategic mindset who will accelerate our climate initiatives with a foundation of upholding King County's commitment to equity and social justice. If you are a dynamic leader with a commitment to environmental stewardship and taking climate action, political acumen, and the ability to navigate complex organizational dynamics, we encourage you to apply for this role.

**About the Department:**

King County is the local service provider for the roughly one quarter-million people who live in the unincorporated areas of the county; collectively, these communities would be the second largest city in the state. The Department of Local Services includes the Road Services and Permitting Divisions, in addition to the Director's Office. Together, this department provides a single executive point of accountability for delivering local services to the unincorporated areas. This is accomplished, in part, through collaboration and coordination with other county departments.

**King County established the Department of Local Services (DLS) in 2019 to:**

- Pursue innovative funding strategies.
- Improve coordination of local services by King County agencies through increased collaboration. Strengthen and expand partnerships between the county communities and other entities.
- Improve the delivery, responsiveness, and quality of local services to the people, businesses, and communities of unincorporated King County through unified accountability.
- Improve local services through robust employee and community engagement while embracing equity and social justice and continuous improvement.
- Strengthen unincorporated communities by supporting local planning and community initiatives.

**Our commitment to Equity, Racial and Social Justice**

The Department of Local Services is deeply dedicated to fostering [Equity, Racial and Social Justice](#) in every aspect of our work. Our commitment to “True North” values which ensures every person has the opportunity to thrive and reach their full potential and forms the core of our mission and purpose. Our pledge is to cultivate, embrace, and celebrate the distinct experiences, viewpoints, and perspectives of our people, partners, and the communities we serve. Through this work, we dismantle systemic barriers, address inequities, and actively confront prejudices and biases. We acknowledge this journey is ongoing, and we remain steadfast in our efforts to create a positive impact for our employees and communities alike.

**Job Duties**

Applying equity, racial, and social justice principles is a daily responsibility and a foundational expectation for all King County employees. In this role, you will apply equity and social justice principles that exemplify shared values, behaviors, and practices to all aspects of the work.

- Lead and manage a community focused collaborative department in the delivery of streamlined and responsive roads, permitting, planning, and community services to unincorporated areas and communities of King County.
- Lead the department during natural and human-caused events that impact travel within King County including communication with all relevant parties.
- Identify and pursue innovative funding strategies for roads, permitting and community services.
- Supporting efficient and effective equitable delivery of roads, planning, and permitting services.
- Build and maintain open and responsive relationships with unincorporated King County communities through a comprehensive community and customer-focused effort.
- Coordinate and collaborate service delivery to unincorporated King County communities with partnering agencies, including state, county, and local organizations.
- Implement and uphold the goals and requirements of the Washington State Growth Management Act through planning and permitting, code enforcement, and the county’s regulatory framework.
- Coordinate with councilmembers as the representative of the Department.
- Facilitate the resolution of issues impacting residents of unincorporated King County, with community and county participation and responding to meet the needs of the unincorporated community.
- Proactively identify potential issues and initiate discussions with and among affected parties to develop and implement subarea plans, community plans and other action plans.
- Ensure that unincorporated King County community and resident voices inform budgeting and programming decisions.
- Lead business planning for future service delivery to unincorporated King County. Partner with division leadership to address community priorities, as well as politically sensitive and operationally significant issues.

## Experience, Qualifications, Knowledge, Skills

- Management-level experience within King County, including experience in change management, organizational and service delivery transformation, and partnership.
- Experience leading operations intensive organizations using strong vision, strategic outlook, and planning abilities.
- Strong Communication skills.
- Understanding of 24/7 operations and the needs of leadership in crisis management
- Superior leadership qualities including well-developed interpersonal and political skills; engendering trust and respect in all working relationships.
- Experience working with diverse communities; demonstrating a commitment to equity and social justice, effectively incorporating an equity lens in service needs and delivery.
- Experience exhibiting analytical thinking with the ability to drill to the root cause and arrive at effective solutions.
- Ability to navigate complex political environments while holding true to core vision and spirit of Lean transformation.
- Understanding of the goals, planning framework, and county responsibilities under the Washington State Growth Management Act.
- Ability to insist on highest standards from self and others and drives accountability for results.
- Previous performance measurement and management experience, with an ability to build effective teams and lead diverse groups to consensus.
- Skilled at employing management systems and process management to organize people and activities to accomplish strategic work plans.
- Excellent written and oral presentation skills in a variety of formal and informal settings, both inside and outside the organization.
- Ability to manage and prioritize multiple priorities simultaneously.

## Supplemental Information

**Who May Apply:** The recruitment for this position is open to **current and previous King County employees only**. A full and complete King County application, resume, cover letter, and answers to the supplemental questions are required. Applicants will be screened for clarity, completeness, and competitiveness.

**Work Schedule:** The work week is normally Monday through Friday, 8:00 a.m. to 5:00 p.m., but may at times require work outside of normal business hours. This position is Exempt from the provisions of the Fair Labor Standards Act and is not eligible for overtime pay.

**Emergency Designation Status:** This position has been designated Mission Critical. Those employees who provide, maintain, and re-establish essential county functions as described in agency Continuity of Operations plans.

Unless otherwise directed by the County Executive, department director or agency head, all employees, regardless of designation, are expected to report to work or request leave during an emergency or inclement weather. For more detailed information, please visit [HR Policy County Operations During Emergency Situations](#) and the [King County Guidelines for Workforce Management in an Emergency](#).

**Union Membership:** This position is non-represented.

**Forbes named King County as one of Washington State's best employers.**

**Together, with leadership and our employees, we're changing the way government delivers service and winning national recognition as a model of excellence. Are you ready to make a difference? [Come join the team](#) dedicated to serving one of the nation's best places to live, work and play.**

Guided by our "True North", we are making King County a welcoming community where every person can thrive. We value diversity, inclusion and belonging in our workplace and workforce. To reach this goal we are committed to workforce equity. Equitable recruiting, support, and retention is how we will obtain the highest quality workforce in our region; a workforce that shares and will help advance our guiding principles - we are one team; we solve problems; we focus on the customer; we drive for results; we are racially just; we respect all people; we lead the way; and we are responsible stewards. We encourage people of all backgrounds and identities to apply, including Native American and people of color, immigrants, refugees, women, LGBTQ+, people living with disabilities, and veterans.

### **King County is an Equal Employment Opportunity (EEO) Employer**

No person is unlawfully excluded from employment opportunities based on race, color, religion, national origin, sex (including gender identity, sexual orientation and pregnancy), age, genetic information, disability, veteran status, or other protected class. Our EEO policy applies to all employment actions, including but not limited to recruitment, hiring, selection for training, promotion, transfer, demotion, layoff, termination, rates of pay or other forms of compensation.

### **To Apply**

If you are interested in pursuing this position, please follow the application instructions carefully. If you need this announcement in an alternate language or format, would like to request accommodation or assistance in the application or assessment process or if you have questions please contact the recruiter listed on this job announcement.

### **For more information regarding this recruitment, please contact:**

Erika Yanak  
Senior HR Analyst  
(206) 477-0320  
[Erika.yanak@kingcounty.gov](mailto:Erika.yanak@kingcounty.gov)

### **Benefits**

King County offers a highly-competitive compensation and benefits package designed to meet the diverse needs of our employees and support our employees' health and well-being. Eligible positions receive the following benefits and have access to the following programs:

- Medical, dental, and vision coverage: King County pays 100% of the premiums for eligible employees and family members
- Life and disability insurance: employees are provided basic coverage and given the opportunity to purchase additional insurance for both the employee and eligible dependents
- Retirement: King County employees are eligible to participate in a pension plan through the Washington State Department of Retirement Systems and a 457(b) deferred-compensation plan
- Transportation program and ORCA transit pass
- 12 paid holidays each year plus two personal holidays
- Generous vacation and paid sick leave
- Paid parental, family and medical, and volunteer leaves
- Flexible Spending Account
- Wellness programs
- Onsite activity centers
- Employee Giving Program
- Employee assistance programs
- Flexible schedules and telecommuting options, depending on position
- Training and career development programs

For additional information about employee benefits, visit our [Benefits, Payroll, and Retirement Page](#).

This is a general description of the benefits offered to eligible King County employees, and every effort has been made to ensure its accuracy. If any information on this document conflicts with the provisions of a collective bargaining agreement (CBA), the CBA prevails.

**NOTE:** Benefits for Term Limited Temporary (TLT) or Short Term Temporary (STT) positions, including leave eligibility and/or participation in the pension plan through the Washington State Department of Retirement Systems, will vary based upon the terms and details of the position. Short Term Temporary positions are not eligible for an ORCA transit pass.

For inquiries about the specifics of this position, please contact the recruiter identified on this job posting.

**Agency**

King County

**Address**

King Street Center  
201 South Jackson Street  
Seattle, Washington, 98104

**Phone**

206-477-3404

**Website**

<http://www.kingcounty.gov/>

**Department Director - Local Services Supplemental Questionnaire**

**\*QUESTION 1**

**Please tell us about your experience actively leading an organization, with 24-hour operations, during a crisis.**

**\*QUESTION 2**

**When in a leadership role within King County, and a crisis occurs, what steps do you take and who do you contact first?**

\* Required Question





**King County**

**Metropolitan King County Council  
Committee of the Whole**

**STAFF REPORT**

<b>Agenda Item:</b>	7	<b>Name:</b>	Sherrie Hsu
<b>Proposed No.:</b>	2024-0230	<b>Date:</b>	August 27, 2024

**SUBJECT**

Proposed Motion 2024-0230 would appoint a qualified person to the Fire District No. 37 Board of Commissioners.

**SUMMARY**

Position 2 on the Fire District No. 37 Board of Commissioners has been vacant since April 1, 2024. Under state law,<sup>1</sup> if the local governing body does not fill the vacancy within 90 days, then the county legislative authority is responsible for appointing a qualified person to fill the vacancy. The board did not fill the position within 90 days (by June 30, 2024), and the King County Council is now responsible for filling the vacancy within 180 days (by September 28, 2024).

Proposed Motion 2024-0230 would appoint a qualified person to the Fire District No. 37 Board of Commissioners. An oral amendment would be required to insert the name of the appointee on line 20 of the Proposed Motion.

**BACKGROUND**

Fire District No. 37 (the "district") is a special purpose district located in King County. The district is located in King County Council District 9 and receives services from the Puget Sound Regional Fire Authority. The district's governing body is a three-member board of commissioners ("board"). Position No. 2 on the board has been vacant since April 1, 2024, when former commissioner Lloyd Homan resigned. Lloyd Homan was elected to the position in November 2023.

Under RCW 42.12.080, in case of a vacancy, remaining members of the governing body for the special purpose district nominate at least one candidate at a meeting of the governing body. They are required to post notice of the vacancy and name(s) of nominated candidate(s) for at least 15 days. After this period, they may appoint a

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<sup>1</sup> RCW 42.12.080. [\[LINK\]](#)

qualified person to fill the vacancy. If the local governing body does not fill the vacancy within 90 days, then its authority to fill the vacancy ends, and the county legislative authority is then responsible for appointing a qualified person to fill the vacancy within 180 days of the vacancy.

On June 28, 2024, David Scalabrini expressed interest to the board in being appointed to the vacancy. Given the timeline, the district did not post notice of the vacancy and name(s) of nominated candidate(s) for at least 15 days.

The board held a special meeting on July 8, 2024, where board members interviewed Mr. Scalabrini. After an executive session to consider his qualifications, the board made a motion recommending that King County Council appoint Mr. Scalabrini to the vacancy.

Since the board did not fill the vacancy within 90 days, under RCW 42.12.080, the King County Council is now responsible for appointing a commissioner to fill the vacancy within 180 days of the vacancy, by September 28, 2024. If the County Council does not fill the vacancy, then the County Council or the board may petition the governor to appoint a qualified person to fill the vacancy.

The person appointed would be up for election in November 2025, and at that time, the person elected would serve out the remainder of the unexpired term through 2027.<sup>2</sup>

**Appointment Process by the King County Council.** On July 15, 2024, the Chair of the County Council notified all County Councilmembers about the appointment process. The County Council posted notice of the vacancy from July 15 through July 30, 2024. No new applications were received.

The Council intends to interview Mr. Scalabrini at the Committee of the Whole meeting on August 27, 2024.

### **AMENDMENT**

An oral amendment would be required to insert the name of the appointee on line 20 of Proposed Motion 2024-0230.

### **INVITED**

- David Scalabrini, Applicant for Fire District 37 Board of Commissioners Position

### **ATTACHMENTS**

1. Proposed Motion 2024-0230
2. Fire District 37 Meeting Minutes July 8, 2024
3. Application materials for David Scalabrini (distributed separately)

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<sup>2</sup> RCW 42.12.080



# KING COUNTY

1200 King County Courthouse  
516 Third Avenue  
Seattle, WA 98104

## Signature Report

### Motion

**Proposed No.** 2024-0230.1

**Sponsors** Dunn

1                   A MOTION appointing a qualified person to a vacant  
2                   position on the fire district No. 37 board of commissioners.

3                   WHEREAS, fire district No. 37 is a special purpose district, and

4                   WHEREAS, fire district No. 37's governing body is a three member board of  
5 commissioners ("the board"), and

6                   WHEREAS, Position No. 2 on the board has been vacant since April 1, 2024,  
7 when the former commissioner resigned, and

8                   WHEREAS, RCW 42.12.080 describes the process for filling a vacancy on local  
9 governing bodies in special purpose districts, and

10                  WHEREAS, in accordance with RCW 42.12.080, the board had ninety days from  
11 the date of the vacancy to appoint a qualified person after fulfilling a public process, and

12                  WHEREAS, in accordance with RCW 42.12.080, since the board did not fill the  
13 vacancy within ninety days, its authority to fill the vacancy ceases, the council has one  
14 hundred eighty days or, until September 28, 2024, to appoint a qualified person to fill the  
15 vacancy;

16                  NOW, THEREFORE, BE IT MOVED by the Council of King County:

17                  In accordance with RCW 42.12.080 the King County council hereby

Motion

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18 appoints \_\_\_\_\_ to fill Position No. 2 on the fire district No. 37 board of  
19 commissioners.

KING COUNTY COUNCIL  
KING COUNTY, WASHINGTON

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Dave Upthegrove, Chair

ATTEST:

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Melani Pedroza, Clerk of the Council

APPROVED this \_\_\_\_ day of \_\_\_\_\_, \_\_\_\_\_.

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Dow Constantine, County Executive

**Attachments:** None



# KING COUNTY FIRE DISTRICT NO. 37

24611 116<sup>th</sup> Avenue SE  
 Kent, WA 98030  
 (253) 856-4300

## COMMISSIONERS

Joy Ratigan  
 Margaret Harto

**FIRE CHIEF**  
 Brian Carson

## July 8, 2024 Special Meeting Minutes

### CALL MEETING TO ORDER

The Board of Commissioner's special meeting of King County Fire Protection District #37 was called to order by Board Chairperson Joy Ratigan at 5:30 p.m. Commissioner Margaret Harto was also present.

Also in attendance were David Scalabrini and District Secretary Jessica Extine.

### CORRESPONDENCE

There was no correspondence.

### NEW BUSINESS

- Interview David Scalabrini for Position #2 Vacancy
  - Mr. Scalabrini expressed his interest and applied for the District's vacant Position #2 seat on June 28<sup>th</sup>, 2024 however, the 90 day window for the District to nominate a candidate expired on June 30<sup>th</sup>, 2024. The county has recommended that the Commissioners interview Mr. Scalabrini and, if appropriate, recommend him for the vacancy. The county will review Mr. Scalabrini's application and credentials and make the decision of his appointment.
  - Mr. Scalabrini was interviewed by Commissioners Ratigan and Harto.
  - A 5-minute Executive Session was called at 5:56 p.m. per RCW 42.30.110 (1) (g) – To evaluate the qualifications of an applicant for public employment or to review the performance of a public employee.
  - The meeting was called back to order at 6:01 p.m.
  - A MOTION was made by Commissioner Harto and SECONDED by Board Chair Ratigan to recommend that King County appoint David Scalabrini to the District #37 Commissioner Position #2 vacancy. (MOTION CARRIED 2-0)

### OTHER BUSINESS/GOOD OF THE ORDER

Mr. Scalabrini was given information on the date, time, and location of Puget Sound Fire Governance Board meetings and encouraged to attend one in person to learn more about the RFA.

### ADJOURNMENT

The meeting was adjourned at 6:07 p.m.



# KING COUNTY FIRE DISTRICT NO. 37

24611 116<sup>th</sup> Avenue SE  
Kent, WA 98030  
(253) 856-4300

## COMMISSIONERS

Joy Ratigan  
Margaret Harto

**FIRE CHIEF**  
Brian Carson

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Jessica Extine, District Secretary

### **Future Meetings (TBD depending on business to be discussed)**

Commissioner Regular Meeting – August 21, 2024 @ 5:00 p.m.  
Commissioner Regular Meeting – September 18, 2024 @ 5:00 p.m.  
Commissioner Regular Meeting – October 16, 2024 @ 5:00 p.m.



**King County**

**Metropolitan King County Council  
Committee of the Whole**

**STAFF REPORT**

<b>Agenda Item:</b>	8	<b>Name:</b>	Leah Krekel-Zoppi, Andy Micklow, and Gene Paul
<b>Proposed No.:</b>	2024-0236	<b>Date:</b>	August 27, 2024

**SUBJECT**

Proposed Ordinance 2024-0236 would approve the implementation plan for the King County Doors Open cultural access program.

**SUMMARY**

Representatives from 4Culture will brief the committee on the implementation plan for the King County cultural access program, Doors Open. The legislation implementing Doors Open<sup>1</sup> required transmittal of an implementation plan to the King County Council by July 2024, and that the plan be dually referred to the Regional Policy Committee (RPC). The Doors Open ordinance requires an implementation plan to be approved by Council before program funding for 2025 and beyond can be distributed.

The Doors Open program is to be administered by 4Culture and is intended to provide grant funding to arts, heritage, science, and historical preservation non-profit organizations to increase the public benefits cultural organizations provide throughout King County. The programs it will fund are:

- **Sustained support** to provide operating support for cultural organizations.
- **Public School Access** to increase cultural access for public school children.
- **Free Cultural Access** to provide free and reduced cost cultural experiences.
- **Building for Equity** to build and maintain cultural facilities and equipment.
- **Launch** to help launch new cultural organizations.
- **Countywide initiatives and projects** to support cultural capacity building.

The Doors Open Implementation Plan is required to include program descriptions, guidelines for eligible expenditures, criteria for awarding proceeds, a public benefit reporting framework, a description of the grant award process, a description of the contract and payment process, an outreach and technical assistance plan, and details about a required Doors Open program assessment report.

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<sup>1</sup> Ordinance 19710

## **BACKGROUND**

**King County's Cultural Programs.** The King County Council created 4Culture, King County's Cultural Public Development Authority (PDA), in 2002 in order "to support, advocate for and preserve the cultural resources of the region in a manner that fosters excellence, vitality, and diversity."<sup>2</sup> 4Culture replaced the functions of King County's former Office of Cultural Resources in order to exercise the powers vested in PDAs under state law and realize operating efficiencies by operating independently of county government.

4Culture's name was derived from the agency's four cultural programs:

- **Arts.** 4Culture provides capital and operating grant funding for individual artists, groups, and community organizations.
- **Heritage.** 4Culture provides capital and operating grant funding for organizations focused on building the historical record, preserving and enhancing the character of the region, and sharing local heritage resources.
- **Preservation.** 4Culture provides project, capital, and operating support to aid in the historic preservation of buildings, neighborhoods, and landscapes. The organization also provides support for heritage tourism for King County communities.
- **Public Art.** 4Culture manages the County's 1% for Art program and manages arts installations throughout the county.

These cultural programs are established in King County Code (K.C.C.) Chapter 2.48 also states that 4Culture is responsible for administering grants to cultural organizations, groups, public agencies, and individuals in King County. Those grant programs are categorized into the areas of support for projects, buildings and equipment, and operations. They are to be administered according to code provisions, guidelines, and procedures adopted by 4Culture.

**4Culture Governance and Accountability.** 4Culture is governed by a fifteen-member Board of Directors. Directors are to have a demonstrated commitment to and knowledge of cultural resources, be active and experienced in community and civic issues and concerns and have the ability to evaluate the needs of cultural constituencies in the region as a whole. Directors must be residents of King County and are to be chosen to reflect the geographic and cultural diversity of the County.<sup>3</sup> Directors are appointed by King County Councilmembers and the Executive and confirmed by the Council.<sup>4</sup>

As required by county code,<sup>5</sup> advisory committees made up of community volunteers with cultural expertise advise the 4Culture Board on policies and programs in the areas of arts, heritage, and historic preservation.

4Culture operates according to a Charter and Bylaws adopted by the County.<sup>6</sup> County code requires 4Culture to submit an annual report to the County and to meet with the

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<sup>2</sup> Ordinance 14482

<sup>3</sup> Ordinance 19036, Attachment A, Section 5.2.B

<sup>4</sup> Ordinance 19036, Attachment A, Section 5.2.D and 5.2.E

<sup>5</sup> K.C.C. 2.48.065, 2.48.075, and 2.48.085



Council's Committee of the Whole two times per year, once to discuss the annual report and once to discuss the plans and proposed expenditures for the following year.<sup>7</sup>

**Cultural Funding in King County.** Historically, under state law, a portion of the lodging tax collected in King County was dedicated to arts and culture.<sup>8</sup> The availability of lodging tax funding in King County has varied over time based on the provisions of state law:

- From 2001 through 2012, 70 percent of the relevant portion of the lodging tax was to be dedicated to “art museums, cultural museums, heritage museums, the arts, and the performing arts,” with the remaining 30 percent dedicated to stadium purposes, acquisition of open space, youth sports activities, and tourism promotion.<sup>9</sup>
- From 2013 through 2015, all of the relevant portion of the lodging tax was to be used to retire the debt on the Kingdome.<sup>10</sup> If the Kingdome debt was retired prior to December 31, 2015, all additional revenues collected through the end of 2015 were to be dedicated to arts and cultural purposes.<sup>11</sup>
- From 2016 through 2020, all of the relevant portion of the lodging tax was to be used for the football stadium and exhibition center.<sup>12</sup>
- After January 1, 2021, the relevant portion of the lodging tax is to be allocated as follows:
  - 37.5 percent to arts and cultural purposes;
  - 37.5 percent to affordable workforce housing near transit stations or for services for homeless youth;<sup>13</sup> and
  - 25 percent for capital or operating programs that promote tourism and attract tourists to the county, including arts, heritage, and cultural events.<sup>14,15</sup>

Between 2001 and 2012, state law required that 40 percent of the lodging tax dedicated to arts and culture be set aside into a special account<sup>16</sup> that was to be used to fund cultural programs from 2012 through 2020 when no lodging taxes would be available for cultural programs.

*Building 4Culture Program.* In 2015, King County and 4Culture partnered to establish an arts, cultural, heritage, and preservation capital funding program known as the Building

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<sup>6</sup> Ordinance 14482

<sup>7</sup> K.C.C. 2.49

<sup>8</sup> RCW 67.28.180

<sup>9</sup> RCW 67.28.180(3)(a)

<sup>10</sup> Although the Kingdome was demolished in 2000, the County held approximately \$80 million in debt on it at the time, most of that for roof repairs after a ceiling tile collapse in 1994.

<sup>11</sup> RCW 67.28.180(3)(b)

<sup>12</sup> RCW 67.28.180(3)(c)

<sup>13</sup> Motion 14687 authorized a Transit-Oriented Development housing program to be funded through the issuance of \$87 million in bonds to be repaid from this portion of the lodging tax beginning in 2021.

<sup>14</sup> RCW 67.28.180(3)(d), RCW 67.28.180(3)(h)(ii)

<sup>15</sup> Ordinance 18788, authorizing a new funding agreement and amendment to the existing financing agreement with the Washington State Major League Baseball Stadium Public Facilities District, also established policy intent on the allocation of lodging tax that would be received after January 1, 2021.

<sup>16</sup> SESSB 6049

for Culture program.<sup>17</sup> The program provided \$28.5 million in bond-financed grants funded by using the portion of the lodging tax that became available for cultural funding because the Kingdome bonds were repaid early.

The Building 4Culture Program included three components:

- grants to non-profit arts, heritage, and cultural organizations and eligible public agencies to fund capital costs related to acquisition, construction, or remodeling
- grants to owners of national-, state-, or local-designated or eligible landmark properties to fund costs related to acquisition, stabilization, rehabilitation, or restoration
- Preservation Action Fund to provide direct funding for the acquisition, stabilization, or redevelopment of significant but endangered historic properties

In concert with passage of the Building 4Culture legislation, the King County Council passed Motion 14474, which committed to collaboration between King County and 4Culture on an arts, preservation, and cultural equity program to promote "one county" and equity and social justice goals. The motion asked 4Culture to identify \$1 million in funding to support historically underserved local arts, preservation, and cultural organizations throughout King County. In response, 4Culture developed the ongoing Community 4Culture grant program, aimed at individuals and small organizations that have not received past 4Culture funding and serve marginalized communities. 4Culture defines "marginalized communities" as people with disabilities, people with low incomes, the population in geographic areas or representative of cultures within county zip codes experiencing the most significant social inequities, residents in rural King County, or residents of Seattle neighborhoods traditionally under-represented in 4Culture funding.

*Building 4Equity.* In 2019, in response to interest in addressing historical inequities in cultural funding as well as requests from cultural organizations for capital facilities funding, including from organizations experiencing difficulty closing out projects due to unanticipated construction costs,<sup>18</sup> King County authorized 4Culture to establish the Building 4Equity program.<sup>19</sup>

The Building 4Equity Program allowed 4Culture to partner with King County to use an advance on future lodging tax proceeds to fund a \$20 million equity-based cultural facilities program. The components of Building 4Equity include:

- \$7 million in funding for organizations that received recent 4Culture capital project funding and have remaining unanticipated construction costs
- \$1 million in additional funds for the Preservation Action Fund
- \$2 million for a mentoring program for organizations serving marginalized communities
- \$10 million for Cultural Facilities grants awarded through a process that prioritizes organizations serving marginalized communities.

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<sup>17</sup> Motion 14406, Ordinances 18179, 18180, and 18181

<sup>18</sup> Construction costs in major US cities increased an average of approximately 30% between 2012 and 2018, according to *Quarterly Construction Cost Report for North America* released by Rider Levett Bucknall in November 2018

<sup>19</sup> Ordinances 18938, 18939, 18940, and 18941

**COVID-19 Impacts on Cultural Programs.** The COVID-19 pandemic had a significant impact on the cultural sector. The Washington arts advocacy non-profit ArtsFund published a [COVID Cultural Impact Study](#) in 2021 on the state of Washington's cultural non-profits and found that 121 cultural organizations across Washington reported a total annual revenue loss of \$95.9 million. Earned revenue (ticket sales, memberships, admissions) was down a total of \$131.6 million but was partially offset by an increase in contributed revenue, such as pandemic relief grants and donations. ArtsFund's study found that household cultural participation declined from 76 percent to 28 percent due to the pandemic. Additionally, 41 percent of cultural organizations reported furloughing or reducing hours for staff.

An Arts Survey conducted by *The Seattle Times*<sup>20</sup> in Fall 2023 found that for cultural organizations in King County, ticket sales are still 23 percent lower and subscription revenue remains 38 percent below pre-pandemic levels. At the same time, surveyed organizations report their operating costs are up between 15 and 50 percent.

**4Culture's Lodging Tax Proceeds.** As noted above, 2021 was the first year under state law that 4Culture began receiving Lodging Tax proceeds in almost a decade. Due to the pandemic, lodging tax proceeds that year were more than 50 percent below the pre-COVID Office of Economic and Financial Analysis forecast. Between 2021 and 2028, 4Culture's lodging tax proceeds are projected to be 11 percent below the pre-pandemic projection, a loss comparable to approximately one year of 4Culture's lodging tax proceeds. A significant portion of that was offset by COVID relief funding, revenue that will no longer be available after the 2023-2024 biennium.

**Cultural Access Program State Law.** In 2015, the Washington State Legislature passed ESHB 2263, which provides for the creation of local cultural access programs.<sup>21</sup> The law allows Washington counties to create cultural access programs that provide funding for public school access to arts, science, and heritage organizations and for cultural organizations to provide increased public benefits.

According to 4Culture, Washington's cultural access law was modeled after the Denver Scientific and Cultural Facilities District (DSCF), which was created in 1989 and is funded through a 0.1 percent sales tax collected in the seven-county Denver, Colorado, metropolitan area.<sup>22</sup>

In King County, the program can be funded by up to 0.1 percent of sales tax for seven years, after which it may be renewed. The funds must be used for public benefits and may not supplant county and state funds customarily provided to cultural organizations.

The original state law required that funding for cultural access programs be enacted by a vote of the people. Additionally, for King County, the original state law required that, after startup and administrative costs, tax proceeds were to be allocated: 1) 10 percent for public school cultural access, 2) 70 percent for regional cultural organizations distributed proportionally according to organizations' annual revenues, and 3) 20 percent to community-based cultural organizations.

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<sup>20</sup> [Seattle's arts scene: Why fall 2023 starts a season that will be crucial | The Seattle Times](#)

<sup>21</sup> RCW Chapter 36.160

<sup>22</sup> <http://scfd.org/>

The state legislature changed the cultural access program statute in 2020 to remove the allocation requirements for King County and provide the county with the authority to determine the funding allocations for startup costs, administration, public school cultural access, and cultural organizations.<sup>23</sup>

In April 2023, the state passed HB1575, which changed state law<sup>24</sup> to allow county legislative authorities to impose a cultural access program sales tax of up to 0.1 percent by ordinance. Additionally, if a county has not imposed a cultural access program sales tax by December 31, 2024, a city within that county may do so. The statute does not allow a county and city within that county to impose a cultural access program sales tax concurrently.

*Access for All.* In 2017, prior to the cultural access program state law changes, King County enacted Access for All,<sup>25</sup> which created a cultural access program for King County and asked voters to impose a 0.1 percent sales tax to fund the program. Voters turned the measure down at a special election in August 2017.

**Cultural Access Planning and Community Outreach.** Development of Access for All amplified discussions about strategies for fostering cultural organizations that serve traditionally underrepresented communities or are located outside of existing cultural centers in Downtown Seattle. 4Culture moved forward with some of the strategies and initiatives contained in Access for All within the agency's existing revenue streams. Those included:

- creating new grant opportunities to build capacity for smaller cultural organizations located in and providing services to marginalized communities
- including an applicant's contributions toward serving marginalized communities as part of the evaluation criteria for all grant programs
- tracking and reporting on demographic information on the board and staff of grant applicants and awardees

4Culture also moved forward with a strategic planning process similar to what was contemplated in Access for All, adopting the [King County Cultural Plan](#) in 2020, and undertaking a [King County Cultural Health Study in 2020](#), and King County Cultural Education Study in 2021.

In developing the cultural strategic plan and conducting the cultural health and cultural education studies, 4Culture held 43 listening sessions throughout King County. 4Culture states that the findings of these studies and listening sessions led to the development of the Doors Open program proposal.

**Doors Open.** In December 2023, King County enacted the Doors Open cultural access program. The Doors Open program was based on community input gathered by 4Culture and was created to provide grant funding to arts, heritage, science, and

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<sup>23</sup> SB 5792

<sup>24</sup> RCW 82.14.525

<sup>25</sup> Ordinance 18513

historical preservation non-profit organizations to increase the public benefits cultural organizations provide throughout King County. The program includes funding to:

- provide grants for capital and one-time operating support in 2024
- provide operating support to cultural organizations
- increase access to cultural programming for public school children
- provide free public access to cultural experiences
- build and maintain cultural facilities and equipment
- help launch new cultural organizations
- expand the reach of cultural organizations serving vulnerable populations and located in geographical areas that need additional cultural capacity.

The Doors Open program is administered by 4Culture<sup>26</sup>, King County's Cultural Development Authority, with oversight by the 4Culture Board of Directors and the King County Council.

The Doors Open program is funded through a 0.1 percent sales tax for seven years beginning in April 2024. Revenues for the program are forecasted to be approximately \$100 million annually.

## **ANALYSIS**

Proposed Ordinance 2024-0236 would approve the King County Doors Open Program Implementation Plan. The Implementation Plan would govern expenditures the estimated \$100 million annual revenues for the Doors Open Program between 2025 and 2031, in accordance with state law and the Doors Open ordinance. The Doors Open Program is intended to expand public benefit outcomes and economic support for arts, science, and heritage organizations.

The Doors Open ordinance requires that the implementation plan be mandatorily dually referred to the Regional Policy Committee. The implementation plan must be approved by the Council by ordinance prior to spending any Doors Open revenues other than start-up funding and funding for the 2024 one-time program, as specified in the ordinance.

For 2025 – 2031, the Doors Open ordinance allocates funding to the following uses:

**Table 1. Annual Doors Open Allocations – 2025 through First Quarter 2031  
(Based on an Assumed Annual Collection of \$100M)**

<b>Administrative costs</b>	<b>Up to 3%</b>	<b>\$3,000,000</b>
<b>Doors Open Programs</b>	<b>Approx. 72%</b>	<b>\$72,000,000</b>
• Public school cultural access	Approx. 15%	\$10,800,000
• Launch funding for new/emerging organizations	Approx. 3%	\$2,250,000
• Countywide initiatives/projects	Approx. 7%	\$5,040,000

<sup>26</sup> The 2024 capital and operating support grants program would be jointly administered by 4Culture and King County.

• Building for Equity (capital projects and equipment)	Approx. 10%	\$7,200,000
• Free public access to cultural experiences	Approx. 15%	\$10,800,000
• Operating support (e.g., rent, utilities, etc.)	Approx. 50%	\$36,000,000
<b>Increasing capacity in geographic areas with less access (outside established cultural centers<sup>27</sup>)</b>	<b>Approx. 25%</b>	<b>\$25,000,000</b>

Additionally, the Doors Open ordinance requires that at least ten percent of the Doors Open program, or approximately \$9.7 million, be allocated to support cultural organizations that serve vulnerable populations, organizations located within Communities of Opportunity (COOs), and organizations providing mentoring services to organizations serving vulnerable populations and COOs. The Doors Open ordinance defines “vulnerable populations” as including, but not limited to, veterans, seniors, unhoused individuals or individuals at risk of becoming unhoused, individuals experiencing mental illness or substance use disorders, individuals with disabilities, households with an annual household income at or below eighty percent of the area median income, survivors of domestic violence, communities at risk of gun violence, or justice-system impacted youth or youth at risk of being impacted by the justice system.

**Doors Open Ordinance Requirements.** The Doors Open ordinance requires that the implementation plan include the following:

- itemization of start-up funding costs incurred or planned by 4Culture or King County
- guidelines for eligible expenditures for each Doors Open program, consistent with state law<sup>28</sup> and the Doors Open ordinance
- summary of the Doors Open programs and allocations
- criteria for awarding proceeds
- public benefit reporting framework, including standards for cultural organization reporting
- description of the annual application, panel, and approval process for awarding grants
- description of the grant contract and payment process
- description of the Doors Open program’s countywide plan to provide expertise, administrative assistance, and outreach.

Specific to the public school access program, the Doors Open ordinance also requires the implementation plan to include:

- goals, priorities, and process for delivering the elements of the program, including the list of education programs offered by cultural organizations, funding for cultural education programs, and funding for public school transportation to cultural education experiences
- start-up timeline, communications strategy, and roles of school districts, school teachers, cultural organizations, and 4Culture in planning and delivery

<sup>27</sup> To 4Culture's knowledge, Seattle is the only city that currently meets the definition of an established cultural center.

<sup>28</sup> RCW 36.160

Finally, the Doors Open ordinance requires a Doors Open Program Assessment Report that meets the following requirements for addressing the effectiveness of the Doors Open Program funding:

- expanding cultural organizations' operations, offers of discounted and free admission, public school cultural access, and supporting newly built and expanded cultural facilities
- advancing equitable access to cultural organizations throughout King County and removing barriers to access faced by segments of the county population
- fostering creation and development of new cultural organizations throughout King County, reducing geographic barriers, and improving access
- supporting the growth and development of cultural centers throughout King County

Other requirements for the Assessment Report include:

- overview of the evaluation personnel involved, the evaluation methodology, and methods for interpreting qualification and quantitative data
- fiscal data on distribution of Doors Open Program revenue, including a breakdown of spending by council district and zip code, and comparison of actuals against planned expenditures
- data and findings for the public school cultural access program
- data and findings for awards to organizations serving communities that face cultural and economic barriers to access
- data and findings on the sustainability and growth of cultural organizations outside of Seattle, the city with the highest concentration of arts and cultural organizations in King County
- identification of any proposed changes to the Doors Open Program panel process, eligibility guidelines, or reporting requirements

The Doors Open Implementation Plan is required to provide a timeline for providing the Doors Open Program Assessment Report to the Executive and Council.

**Implementation Plan Overview.** The Doors Open Implementation Plan provides the priorities and processes for 4Culture's administration of Doors Open Program funding. According to 4Culture, development of the implementation plan was informed by outreach conducted between January and June 2024 that included 35 in-person gatherings, three online informational sessions (available with ASL interpretation and translated into Spanish), and 14 gatherings with cultural leader groups.

The Doors Open Implementation Plan describes how 4Culture will build upon the agency's existing programs and practices to meet Doors Open goals of expanding the reach and offerings of cultural organizations and the benefits they provide to the public. The Implementation Plan includes a Plan-on-a-Page that shows an overview of the Doors Open program areas, including allocations, anticipated reach, and key program features. The Plan-on-a-Page is included as Attachment 5 to this staff report.

The Implementation Plan also describes the six Doors Open programs that will be the basis for allocating funding to arts, heritage, preservation, and scientific organizations

according to the Doors Open ordinance requirements. The programs include Sustained Support, Public School Cultural Access, Public Free Access, Building for Equity, Countywide Initiatives, and Launch. A summary and timeline of the Doors Open Assessment Report is also included in the Implementation Plan.

Council staff analysis of the Doors Open Implementation Plan is ongoing and will be provided in a subsequent staff report.

**Review Schedule.** The proposed ordinance was referred as a mandatory dual referral to the Committee of the Whole and then the Regional Policy Committee. The schedule below has been agreed upon by the chairs. The amendment schedule is included as Attachment 2 to this staff report.

**Table 2. Review Schedule**

<b>Action</b>	<b>Committee/Council</b>	<b>Date</b>
Introduction and referral	Full Council	August 20 <sup>th</sup>
Discussion Only	COW	August 27 <sup>th</sup>
Briefing	Special RPC	September 3 <sup>rd</sup>
Discussion Only	COW	September 24 <sup>th</sup>
Briefing	Special RPC	September 30 <sup>th</sup>
<b>Hold for Discussion/ Possible Action</b>	COW	October 21 <sup>st</sup>
<b>Discussion/Possible Action</b>	COW	November 4 <sup>th</sup>
<b>Discussion/Possible Action</b>	RPC	November 13 <sup>th</sup>
<b>Final Action</b>	Full Council	November 26 <sup>th</sup>

**INVITED**

- Brian Carter, Executive Director, 4Culture
- Aaron Rubardt, Deputy Budget Director, Office of Performance, Strategy and Budget (PSB)
- Karan Gill, Chief of Staff, Executive's Office

**ATTACHMENTS**

1. Proposed Ordinance 2024-0236 (and its attachment)
2. Review and Amendment Schedule
3. Transmittal Letter
4. Fiscal Note
5. Doors Open Implementation Plan-on-a-Page





# KING COUNTY

1200 King County Courthouse  
516 Third Avenue  
Seattle, WA 98104

## Signature Report

### Ordinance

**Proposed No.** 2024-0236.1

**Sponsors** Balducci and Zahilay

1 AN ORDINANCE approving the King County Doors Open  
2 Program implementation plan, required by Ordinance  
3 19710, Section 9, to govern the expenditure of the cultural  
4 access sales and use tax from 2024 through 2031 to achieve  
5 outcomes related to public and educational benefits and  
6 economic support for arts, science, and heritage  
7 organizations.

8 **STATEMENT OF FACTS:**

- 9 1. The Washington state Legislature declared in RCW 36.160.010 that  
10 there is a need to provide public and educational benefits and economic  
11 support for arts, science, and heritage organizations.
- 12 2. The King County council, through Ordinance 19710, created the Doors  
13 Open Program to support arts, science, and heritage organizations, and  
14 approved a new one-tenth of one percent sales tax to fund the Doors Open  
15 Program.
- 16 3. Ordinance 19710, Section 9, requires the executive, in consultation  
17 with 4Culture, to transmit the implementation plan and an ordinance to  
18 approve the plan to the council no later than July 15, 2024. The  
19 implementation plan, once effective, will govern the expenditure of the

20 sales and use tax's proceeds until the tax expires in 2031. The required  
21 implementation plan is Attachment A to this ordinance.

22 4. Ordinance 19710, Section 9, enumerates specific requirements for the  
23 implementation plan. The Doors Open Program Implementation Plan for  
24 2024-2031, dated XXX, 2024, Attachment A to this ordinance, responds  
25 to the requirements set out by Ordinance 19710 Section 9, by: itemizing  
26 start-up funding costs incurred or to be incurred by 4Culture and the  
27 county; establishing guidelines for eligible expenditures for each Doors  
28 Open Program element; providing detailed program descriptions of the  
29 elements of the Doors Open Program and a framework for 4Culture  
30 administration of these programs; and providing a timeline for the Doors  
31 Open Program Assessment Report that will address the effectiveness of  
32 the Doors Open Program funding.

33 BE IT ORDAINED BY THE COUNCIL OF KING COUNTY:

34 SECTION 1. The Doors Open Program Implementation Plan for 2024-2031,  
35 dated, XXX, 2024, Attachment A to this ordinance is hereby approved to govern the

- 36 expenditure of the cultural access sales and use tax proceeds as authorized under
- 37 Ordinance 19710.

KING COUNTY COUNCIL  
KING COUNTY, WASHINGTON

---

Dave Upthegrove, Chair

ATTEST:

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Melani Pedroza, Clerk of the Council

APPROVED this \_\_\_\_ day of \_\_\_\_\_, \_\_\_\_\_.

---

Dow Constantine, County Executive

**Attachments:** A. Doors Open Implementation Plan



101 PREFONTAINE PL S  
SEATTLE, WA 98104  
4CULTURE.ORG

# Doors Open Implementation Plan

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# 1. Executive Summary

In December 2023, King County passed Ordinance 19710, creating the King County Doors Open cultural access program.<sup>1</sup> This legislation levies a 0.1 percent sales tax in King County to fund arts, heritage, science, and historical preservation non-profit organizations to increase the public benefits that cultural organizations provide throughout King County.

Ordinance 19710 requires transmittal of an implementation plan to the King County Council. This plan details the Doors Open program priorities and processes for administering funding. It provides an assessment framework for how the program will measurably increase access to cultural offerings for King County residents and visitors, especially those living in underserved areas.

Doors Open maintains and builds upon 4Culture’s core programs that address the critical needs of cultural organizations located in and serving King County. Doors Open allows 4Culture to:

- Enhance and extend the reach and offerings of cultural organizations
- Ensure continued and expanded access to cultural facilities and the programs of cultural organizations by underserved populations
- Provide financial support for cultural organizations to continue and extend the numerous public benefits they provide

Doors Open meets these ordinance-defined goals through six Program Areas: Sustained Support, Public School Cultural Access, Public Free Access, Building for Equity, Countywide Initiatives, and Launch; and two investment areas: Outside of Seattle and Communities of Opportunity. The Implementation Plan allocates projected Doors Open revenue in accordance with Section 8 of Ordinance 19710, as follows:

2024	2025 - 2031
<ul style="list-style-type: none"> <li>• <b>2 percent for repayment of start-up funding;</b></li> <li>• <b>3 percent for administrative costs;</b></li> <li>• <b>67 percent for one-time capital and one-time operating support programs;</b> <ul style="list-style-type: none"> <li>○ 10 percent for cultural organizations by underserved populations and/or organizations located in Communities of Opportunity, and cultural organizations providing mentoring services</li> <li>○ 25 percent supports organizations outside of Seattle</li> </ul> </li> <li>• <b>Remaining funding to 2025 programs</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>3 percent for administrative costs;</b></li> <li>• <b>72 percent for Doors Open programs,</b> of which, 10 percent for cultural organizations by underserved populations and/or organizations located in Communities of Opportunity, and cultural organizations providing mentoring services;           <ul style="list-style-type: none"> <li>○ 15 percent Public school access program</li> <li>○ 3 percent Launch funding</li> <li>○ 10 percent Building for Equity</li> <li>○ 15 percent Public Free Access</li> <li>○ 7 percent Countywide initiatives and projects</li> <li>○ 50 percent Sustained Support</li> </ul> </li> <li>• <b>25 percent for Outside of Seattle,</b> of which, 10 percent for cultural organizations by underserved populations and/or organizations located in Communities of Opportunity</li> </ul>

**Doors Open Implementation Plan-on-a-Page**

	2024 Doors Open Programs <sup>2</sup>		2025-2031: Doors Open <sup>3</sup>					
	Capital Facilities	Operating and Program Support	Sustained Support	Public School Cultural Access	Public Free Access	Building for Equity	Countywide Initiatives	Launch
<b>Estimated Annual Funding</b>	\$24.1M [Ord. 8.A.3.a]	\$24.1M [Ord. 8.A.3.a]	\$48.5M [Ord. 8.B.2.f]	\$14.6M [Ord. 8.B.2.a]	\$14.6M [Ord. 8.B.2.e]	\$9.7M [Ord. 8.B.2.d]	\$6.8M [Ord. 8.B.2.c]	\$2.9M [Ord. 8.B.2.b]
<b>Programming or projects outside Seattle<sup>4</sup></b>	Minimum of \$6M	Minimum of \$6M	Minimum of \$24.3M across all programs					
<b>Programming in Communities of Opportunity (COO) or for vulnerable populations<sup>5</sup></b>	Minimum of \$2.4M	Minimum of \$2.4M	Minimum of \$9.7M across all programs					
<b>Grant Cycle/Timeline</b>	One Time (first awards announced in December 2024)	One Time (first awards announced in December 2024)	Triennial	Annual	Annual	Annual	Annual	Annual
<b>Estimated Number of applicants</b>	175 to 225 projects	<ul style="list-style-type: none"> <li>Heritage: 90</li> <li>Preservation: 30</li> <li>Arts: 500</li> <li>Science and Tech: 80</li> </ul>	<ul style="list-style-type: none"> <li>Heritage: 90</li> <li>Preservation: 30</li> <li>Arts: 500</li> <li>Science and Tech: 80</li> </ul>	350 orgs across four disciplines	300 orgs across four disciplines	200 orgs across four disciplines	50 orgs across four disciplines	25-50 orgs across four disciplines
<b>Primary Program Objective</b>	Funding for building, remodeling, and buying specialized space that houses and facilitates cultural work	Funding to help organizations amplify their programming and support delivery of their mission	Help meet the ongoing needs of cultural organizations	Increase public school student access to cultural educational experiences	Increase access to cultural offerings	Support cultural building projects and create a pathway to equitable facilities funding	Support regional initiatives for cultural workforce development	Ensure that all areas and communities in the county have access to cultural experiences
<b>Key Program Features</b>	<ul style="list-style-type: none"> <li>Project size categories; goal to fund the top 10% to 20% in each category</li> <li>Prioritizes projects that can begin within two years</li> <li>Prioritizes greater % of project funding for projects under \$1M</li> <li>Cultural space contribution requirements for projects greater than \$10M</li> </ul>	<ul style="list-style-type: none"> <li>Low barrier application</li> <li>Panels by discipline</li> </ul>	<ul style="list-style-type: none"> <li>Provides multi-year funding (up to three years) for operations or programming</li> <li>Low barrier application</li> <li>Panels by discipline</li> </ul>	<ul style="list-style-type: none"> <li>Establishes central database</li> <li>Provides funding for cultural education offerings through programs at schools and cultural facilities</li> <li>Provides transportation funding for eligible school districts</li> <li>Helps schools and cultural organizations develop shared learning goals and a program plan</li> </ul>	<ul style="list-style-type: none"> <li>Provides multi-year funding</li> <li>Low barrier application</li> <li>Reimbursement to orgs for the cost of free and reduced programming</li> </ul>	<ul style="list-style-type: none"> <li>Provides multi-year funding</li> <li>Builds on Facilities and Capacity Building programs</li> <li>Adds equitable funding strategies to Equipment, Landmarks Capital, Emergency Capital programs</li> <li>Cultural space contribution requirements for eligible orgs</li> </ul>	<ul style="list-style-type: none"> <li>Multi-year project-based funding for orgs providing services for cultural practitioners</li> <li>Support for workforce and career development</li> </ul>	<ul style="list-style-type: none"> <li>Provides multi-year funding</li> <li>Start-up cost funding</li> <li>Multi-year operating support to new + emerging orgs</li> <li>Funding paired with capacity building + technical assistance</li> </ul>

<sup>2</sup> For the purposes of the Implementation Plan, 2024 Doors Open funding amounts assume a \$48.1M in revenue for 2024 grants. Actual revenues may be higher or lower. Not included in the 2024 Programs list is startup and administrative funding (2% and 3% of revenue, respectively).

<sup>3</sup> For the purposes of the Implementation Plan, 2025-2031 Doors Open funding is an estimated \$100M annual funding. This was the estimate presented and used during the ordinance process. Annual fund projections may be lower or higher. Not included in the 2025-2031 programs list is administrative funding which is up to 3% of revenue, annually).

<sup>4</sup> Programming for projects and programs outside Seattle is included in both the 2024 Doors Open program estimated annual funding and the 2025-2031 Doors Open programs estimated annual funding.

<sup>5</sup> Programming for COO and vulnerable population programming is included in both the 2024 Doors Open program estimated annual funding and the 2025-2031 Doors Open programs estimated annual funding.

	2024 Doors Open Programs <sup>2</sup>		2025-2031: Doors Open <sup>3</sup>					
	Capital Facilities	Operating and Program Support	Sustained Support	Public School Cultural Access	Public Free Access	Building for Equity	Countywide Initiatives	Launch
<b>Outreach and Engagement Highlights</b>	<ul style="list-style-type: none"> <li>Community Connectors (1:1 pre-submittal application support)</li> <li>Application workshops</li> <li>4Culture engagement and comms channels</li> </ul>	<ul style="list-style-type: none"> <li>Application workshops</li> <li>Strategic advertising</li> <li>4Culture engagement and comms channels</li> </ul>	<ul style="list-style-type: none"> <li>Application workshops</li> <li>Strategic advertising</li> <li>4Culture engagement and comms channels</li> </ul>	<ul style="list-style-type: none"> <li>Leverage 2024 stakeholder outreach</li> <li>PSESD touchpoints</li> <li>District and school outreach</li> <li>4Culture engagement and comms channels</li> </ul>	<ul style="list-style-type: none"> <li>Strategic advertising</li> <li>4Culture engagement and comms channels</li> </ul>	<ul style="list-style-type: none"> <li>Community Connectors</li> <li>Application workshops</li> <li>4Culture engagement and comms channels</li> </ul>	<ul style="list-style-type: none"> <li>Application workshops</li> <li>Strategic advertising</li> <li>4Culture engagement and comms channels</li> </ul>	<ul style="list-style-type: none"> <li>Community Connectors</li> <li>Strategic advertising</li> <li>4Culture engagement and comms channels</li> </ul>



## 2. Implementation Plan Background

### A. Introduction to Cultural Access Programs

In 2015, the Washington State Legislature passed ESHB 2263 which provides for the creation of local cultural access programs.<sup>6</sup> The law allows Washington counties to create cultural access programs that provide funding for public school access to arts, science, and heritage organizations and for cultural organizations to provide increased public benefits.

Washington's cultural access law was modeled after the Denver Scientific and Cultural Facilities District (DSCF), which was created in 1989 and is funded through a 0.1 percent sales tax collected in the seven-county Denver, Colorado metropolitan area.<sup>7</sup>

In King County, the program can be funded by up to 0.1 percent of sales tax for seven years, after which it may be renewed. The funds must be used for public benefits and may not supplant county and state funds customarily provided to cultural organizations.

In April 2023, the state passed HB1575 which changed state law<sup>8</sup> to allow for county legislative authorities to impose a cultural access program sales tax of up to 0.1 percent by ordinance. Additionally, if a county has not imposed a cultural access program sales tax by December 31, 2024, a city within that county may do so. The statute does not allow a county and city within that county to concurrently impose a cultural access program sales tax.

### B. Overview of 4Culture

The King County Council created 4Culture, King County's Cultural Public Development Authority (PDA), in 2002 in order "to support, advocate for and preserve the cultural resources of the region in a manner that fosters excellence, vitality and diversity."<sup>9</sup> 4Culture replaced the functions of King County's former Office of Cultural Resources in order to exercise the powers vested in PDAs under state law and realize operating efficiencies through operating independently of county government.<sup>10</sup>

4Culture's name was derived from the agency's four, original cultural programs. With Doors Open, 4Culture will include Science in its cultural funding program list.

- **Arts.** 4Culture provides capital and operating grant funding for individual artists, groups, and community organizations.
- **Heritage.** 4Culture provides capital and operating grant funding for organizations focused on building the historical record, preserving, and enhancing the character of the region, and sharing local heritage resources.

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<sup>6</sup> RCW 36.160

<sup>7</sup> <http://scfd.org/>

<sup>8</sup> RCW 82.14.525

<sup>9</sup> King County Ordinance 14482

<sup>10</sup> [King County - File #: 2002-0365](#)

- **Preservation.** 4Culture provides project, capital, and operating support to aid in the historic preservation of buildings, neighborhoods, and landscapes. The organization also provides support for heritage tourism for King County communities.
- **Public Art.** 4Culture manages the County’s 1% for Art program and manages public art installations and the King County Public Art Collection on behalf of King County government.

These cultural programs are established in the King County Code (K.C.C.) Chapter 2.48, which also states that 4Culture is responsible for administering grants to cultural organizations, groups, public agencies, and individuals in King County. Those grant programs are categorized into the areas of support for projects, buildings and equipment, and operations and are to be administered according to code provisions and guidelines and procedures adopted by 4Culture

#### 4Culture Governance and Accountability

4Culture is governed by a fifteen-member Board of Directors. Directors are to have a demonstrated commitment to and knowledge of cultural resources, be active and experienced in community and civic issues and concerns and can evaluate the needs of cultural constituencies in the region. Directors must be residents of King County and are to be chosen to reflect the geographic and cultural diversity of the County.<sup>11</sup> Directors are appointed by King County Councilmembers and the Executive and confirmed by the Council.<sup>12</sup>

### C. Foundational Policies and Plans

The following policies and plans are central to 4Culture’s existing programming and operations and are a reference point for the history of cultural development policy in King County.

- [Charter and Bylaws of the Cultural Development of King County](#) (last updated October 9, 2019, through Ordinance 19036)
- 2019 King County 4Culture Task Force Briefing Book and Report
  - The Briefing Book supported the 27-member King County 4Culture Task Force, charged with assessing and evaluating 4Culture’s governance structure, processes, and practices through an equity and social justice lens.
  - The Report, authored by Janet Brown, former President of Grantmakers in the Arts and a nationally facilitator and consultant, included detail on the community meetings and listening sessions conducted by the Task Force, an overview of 4Culture operations, and recommendations for 4Culture moving forward. The document also includes a comparison of 4Culture with organizations across the United States focused on People of Color/Native organizations, small-midsized organizations, and communities outside urban centers.
- [2019 Building for Equity Agreement for Implementation](#) (Ordinance 18939): legislation enabling 4Culture to partner with King County in using an advance on future lodging tax proceeds to fund Building for Equity, a \$20 million equity-based cultural facilities program.
- [2020 King County Cultural Health Study](#)

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<sup>11</sup> Ordinance 19036, Attachment A, Section 5.2.B

<sup>12</sup> Ordinance 19036, Attachment A, Section 5.2.D and 5.2.E

- In 2018, 4Culture embarked on a two-year endeavor to research and analyze the cultural health of the county. Staff conducted a listening session tour, compiled award information from cultural funders, synthesized city-level cultural planning, and documented existing cultural infrastructure.
- The findings are the basis for the Doors Open Recommended Spending Plan, as presented to the Executive and Council beginning in 2022 and leading up to the Doors Open ordinance process in late 2023.
- [2020 4Culture Strategic Plan/King County’s Cultural Plan](#) (extended through December 2024 by the 4Culture Board of Directors)
- [2020 King County Cultural Education Study](#): A Countywide Analysis of K-12 Students Access to Cultural Education and Community Assets
- [2021 4Culture COVID-19 Recovery Framework](#): 4Culture convened a diverse group of cultural sector leaders to share their concerns and ideas for the future, and to develop a roadmap for rebuilding the sector during and after the pandemic.
- [2023 King County Doors Open Ordinance](#) (Ordinance 19710): Legislation, decades in the making, that created the King County Doors Open cultural access program and imposed a 0.1 percent sales tax increase in King County to fund the program.

#### D. Ordinance Requirements Crosswalk

The Doors Open Implementation Plan is in accordance with the requirements laid out in Ordinance 19710.

Overarching Requirement	Program Area	Ordinance location	Implementation Plan location
Itemization of start-up costs	Administration	Section 8. A.1	Appendix A
Program descriptions	2024 Capital Grant	Section 4. A.2 a-h	Section 4. A
	2024 Operating Grant	Section 4. A.2 a-h	Section 4. B
	Sustained Support	Section 4. A.1 f	Section 5. A
	Public School Cultural Access	Section 4. A.1 a	Section 5. B
	Public Free Access	Section 4. A.1 e	Section 5. C
	Building for Equity	Section 4. A.1 d	Section 5. D
	Countywide Initiatives	Section 4. A.1 c	Section 5. E
	Launch	Section 4. A.1 b	Section 5. F
	Increasing capacity outside of Seattle	Section 8.B.3	Section 5.G
Assessment Report	Administration	Section 9 D.2 a-g	Section 6

#### E. Doors Open Framework Overview

Doors Open builds upon 4Culture’s core programs that address the critical needs of cultural organizations located in and serving King County. Doors Open allows 4Culture to:

- Enhance and extend the reach and offerings of cultural organizations
- Ensure continued and expanded access to cultural facilities and the programs of cultural organizations by underserved populations

- Provide financial support for cultural organizations to continue and extend the numerous public benefits they provide

Doors Open meets these goals through six Program Areas: Sustained Support, Public School Cultural Access, Public Free Access, Building for Equity, Countywide Initiatives, and Launch; and two investment areas: Outside of Seattle and Communities of Opportunity.

The sales tax is expected to generate approximately \$783 million in revenue between 2024 and 2031, according to the King County Office of Economic and Financial Analysis’s March 2024 forecast.<sup>13</sup> For the purposes of the Implementation Plan, 4Culture is using an annual estimated funding of \$72 million for 2024 and \$100 million for years 2025 and beyond. Annual projections may be lower or higher but all percentages for allocations will be applied as proscribed in the ordinance.

The following plan allocates projected Doors Open revenue in accordance with Section 8 of Ordinance 2023-0343, as follows:

## 2024

- 2 percent for repayment of start-up funding;
- 3 percent for administrative costs;
- 67 percent for one-time capital and one-time operating support programs;
  - 10 percent for cultural organizations by underserved populations and/or organizations located in Communities of Opportunity, and/or cultural organizations providing mentoring
  - 25 percent supports organizations outside the city of Seattle
- Remaining funding to 2025 programs

## 2025 - 2031

- 3 percent for administrative costs;
- 72 percent for Doors Open programs, of which 10 percent must go to cultural organizations by underserved populations and/or organizations located in Communities of Opportunity, and/or cultural organizations providing mentoring (percentage breakdown in sub-bullets);
  - 15 percent Public school access program
  - 3 percent Launch funding
  - 10 percent Building for Equity
  - 15 percent Public Free Access
  - 7 percent Countywide initiatives and projects
  - 50 percent Sustained Support
- 25 percent for programming outside the city of Seattle; of which 10 percent for cultural organizations by underserved populations and/or organizations located in Communities of Opportunity; and/or cultural organizations providing mentoring services

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<sup>13</sup> [Office of Financial and Economic Analysis](#)

**Ordinance Objective and Program/Investment Area Crosswalk**

<b>Doors Open Primary Objectives per Ordinance</b>	<b>Program and Investment Areas</b>							
	<b>Sustained Support</b>	<b>Public School Cultural Access</b>	<b>Public Free Access</b>	<b>Building for Equity</b>	<b>Countywide Initiatives</b>	<b>Launch</b>	<b>Outside of Seattle</b>	<b>Communities of Opportunity</b>
Enhance and extend the reach and offerings of cultural organizations				X	X	X		
Ensure continued and expanded access to cultural facilities and the programs of cultural organizations by underserved populations		X		X			X	X
Provide financial support for cultural organizations to continue and extend the numerous public benefits they provide	X		X	X				

The Doors Open Ordinance (Ordinance 19710) eligibility excludes municipalities, individual cultural practitioners, radio stations, newspapers, and magazines. 4Culture will reorient its Lodging Tax to better support these ineligible entities.

The Doors Open Ordinance (Ordinance 19710) provides, among other things, for a 2024 One-Time Operating Support grant program with a one-time annual application process, and from 2025 onward, a biennial application process. KCC 2.48.108 and KCC 2.48.109 direct 4Culture to administer the Lodging Tax funded Sustained Support Programs through a biennial application process. To bring these two programs into application and contract period alignment, the 2024 Lodging Tax funded Sustained Support Program will be a one-time annual application process, and from 2025 onward, a standard biennial application process.

## **F. Doors Open Public Benefit Reporting Framework**

For decades, 4Culture has defined Public Benefit as the opportunity for King County residents and visitors to access and engage in arts and other cultural activities, events, communities of practice, historic and cultural spaces, and works of public art related to our program areas. Public Benefit is a service requirement for all recipients of Lodging Tax supported programs at 4Culture. Put simply, public benefit makes it easier to experience culture.

As stated in the ordinance, all Doors Open grant recipients must meet at least one General Public Benefit requirement and one Equity or Geographic Inclusion Benefit requirement.

### **General Public Benefits**

1. Providing low-barrier opportunities for everyone in the county to take part in the region's cultural life and participate in cultural programs;
2. Providing performances and programs throughout the county, directly in and for local communities, or through partnerships between and among cultural organizations;
3. Providing cultural educational programs and experiences at a cultural organization's own facilities or in schools or other cultural facilities or venues;
4. Bringing cultural facilities and programming into compliance with access requirements of the Americans with Disabilities Act;
5. Supporting cultural organizations that strive to engage traditional cultures and crafts;
6. Presenting free cultural festivals;
7. Providing free events, programing, and educational materials, which enhance a cultural
8. experience either before or after, or both, attending an exhibit, performance, or event;
9. Providing arts, science, and heritage career building opportunities for youth through internships and apprenticeships or other means;
10. Establishing partnerships between cultural organizations or other cultural institutions to present new multidisciplinary cultural experiences;
11. Implementing organizational capacity-building projects or activities that a cultural organization can demonstrate will enhance the ability of that cultural organization to execute community outreach, communications, and marketing strategies to attract and engage county residents with opportunities for access to cultural experiences and with emphasis on underserved communities; and
12. Implementing organizational capacity-building projects or activities that a community-based cultural organization can demonstrate will enhance the ability of that cultural

organization to provide or continue to provide meaningful public benefits not otherwise achievable.

### **Equity Inclusion Benefits**

1. Providing free or low-cost attendance to cultural organizations and cultural facilities for county residents who have economic, geographic, and other barriers to access;
2. Providing free access to curriculum-related arts, science, and heritage programs for public school students throughout the county at school and at cultural sites with emphasis on underserved students;
3. Increasing the diversity of staff and governing boards of cultural organizations;
4. Increasing opportunities for access to cultural facilities, programs, and services for diverse and underserved populations and communities;
5. Broadening cultural programs and provide programming that appeals to diverse populations within the county;
6. Increasing investment in programs and organizations that represent and reflect the diversity of the county; and
7. Planning and implementing cultural programs or collaborating with other cultural organizations to extend the reach and impact of cultural programs to diverse and underserved populations and communities.

### **Geographic Inclusion Benefits**

1. Planning and implementing cultural programs and activities outside established cultural centers;
2. Partnering with other cultural organizations on cultural programs and activities outside established cultural centers, through direct investment or in-kind support, on priority projects and initiatives;
3. Providing cultural programming to communities outside the city in which a cultural organization is primarily located, either directly or in partnership with other cultural organizations, or public schools, or through other means.

### **Reporting Standards for Funded Organizations**

As part of 4Culture’s established contracting process, all grant recipients provide Program Staff with a Scope of Service and a Public Benefit agreement. The Scope of Service and the Public Benefit agreement are included in 4Culture’s contract template and signed by both the grant recipient and 4Culture. To receive reimbursement, the grant recipient must report on the contracted Public Benefit agreement.

### **G. Leveraging 4Culture’s Strengths**

4Culture’s long history as public cultural funder means that it has developed relationships with cultural groups and communities throughout the County. For Doors Open, 4Culture will leverage its existing infrastructure – administrative, financial, and social – and strengthen it with the incredible opportunities that this new source of funding will provide.



## Established Engagement and Communications Channels

For every grant and public art program, 4Culture’s Communications department works with grant managers to identify the audiences to reach to increase applications and recipients. The strategies employed are often specific to each program, and include targeted outreach to underserved communities, language communities, and communities specific to the discipline of the grant.

## Equity Priorities for Outreach, Engagement and Communications

In 2020, the 4Culture’s communications team set a goal to reach Black and Indigenous communities for every grant program to align the communications work with 4Culture’s racial equity goals. Since this time, with the addition of geographic inclusion and equity investments, and other efforts to lead with racial equity in our programming, 4Culture has seen increases in funding totals to these communities. Since 2021, 4Culture’s demographic data shows that the percentage of applications and recipients in King County Spanish-speaking and AAPI communities is lower than the population rate in King County’s census data. Because of this, we have increased outreach to these communities and plan to continue to focus on these areas.

In 2020, with the shutdown of in-person outreach due to the pandemic, 4Culture instituted a language access policy and a communications campaign to explain to the public that anyone with language-access needs can contact [hello@4Culture.org](mailto:hello@4Culture.org) and our main phone line to request translation services. This messaging was translated into King County’s five most spoken languages. Staff handle these requests to make sure the person’s needs are met and tracked through the entire process. This has resulted in mainly ASL, Spanish, and Chinese translations services for grant workshops, information sessions, and print translation.

## 4Culture’s Outreach Engagement Strategies

The following sections outline several of the outreach and engagement strategies 4Culture uses in its engagement work.

### Content Focused Strategies

- Listening Sessions
- Grant Workshops
- General Information Sessions
- Website, email, and social media

### Visibility Focused Strategies

- Hello 4Culture outreach events
- Tabling at community events
- Print and online advertising and promotional materials

### Language Focused Strategies

- Partner with community organizations and ambassadors for outreach events and workshops
- Community-based advertising

**Example Outreach Partnerships**

- Se Habla Media
- Wa Na Wari Walk the Block
- Rainier Valley Creative District Artist Resource Fair
- Artist of Color Expo and Symposium
- Nepantla Cultural Arts Gallery
- El Rey 1360 AM
- Local Services, Unincorporated King County
- Cinco de Mayo, Redmond
- Federal Way Community Festival
- Kenmore Town Square



- Translated materials and subtitled online workshops

### *Geographic Access Focused Strategies*

- Partner with organizations and individuals to increase visibility.
- Advertise grants in community news outlets and blogs.

### *BIPOC Community Focused Strategies*

- Partner with organizations and individuals to increase visibility.
- Advertise grants in BIPOC community media serving King County.

## ***Strategies in Action***

### *Hello 4Culture*

In 2025, 4Culture will re-launch its monthly community outreach series, [Hello 4Culture](#) to focus on Doors Open. Pre-COVID, our Hello 4Culture program took us to cities and towns across King County to hear the community's ideas, questions, and concerns. Communities with the least access to 4Culture's resources and the lowest number of applicants and recipients were prioritized by analyzing 4Culture and King County census data.

In 2020, 4Culture moved the outreach series online and partnered with cultural organizations across King County and Washington State to provide monthly info sessions on topics ranging from COVID relief funding applications to mutual aid for artists.

For Doors Open, Hello 4Culture will focus ordinance objectives to reach economically and geographically underserved communities and locations. To do this, 4Culture will leverage the [Communities of Opportunity Composite Index Map](#) and will continue to develop multilingual materials and language access practices.

### *Tabling and Outreach Events*

4Culture regularly tables at community events where the cultural sector is the main audience and is expanding to science and technology education events. We also table at community events focused on serving BIPOC and rural communities located in King County.

### *Email and Social Media*

- Email announcement to past applicants
- Announcements in enews (usually twice during lifecycle of grant)
- Posted to social media (x, Facebook, Instagram)
- Announced in community news outlets and blogs to reach all geographic areas of King County, examples include Bellevue Reporter (and all Sound Publishing online and print outlets), Shoreline Area News, I Love Kent, and related South King County affiliate blogs.

## ***Technical Assistance***

4Culture uses a variety of methods to make sure that each program's potential applicants have ample opportunities to get their questions answered.

- [Online and in-person grant application workshops](#) (free, drop-in, events held throughout the County)
- [Manage Your Grant](#) resource page, a dedicated spot for applicants to track their application and make sure they have everything they need for a successful grant process.

4Culture’s website is accessible for the vision-impaired, including all linked PDF documents. ASL translation services are available on request.

### **Established Contract and Payment Processes**

As part of 4Culture’s contracting process, all grant recipients provide Program Staff with a Scope of Service and a Public Benefit agreement. The Scope of Service and the Public Benefit agreement are included in 4Culture’s contract template and then signed by both the grant recipient and 4Culture.

While the full contract details all obligations and responsibilities held by both parties, for the purposes of practical contract management, the Scope of Service and the Public Benefit agreement are what staff reference when managing relationships with individual grantees. Both items are recorded in 4Culture’s CRM with the contract.

#### ***3 months after the grant deadline***

- Program staff draft Scopes of Service and forward to awardees for review and editing. Once this editing/review process is complete, the Scope of Service is entered into 4Culture’s CRM.
- 4Culture’s Finance Team prepares the final contract document and sends it out for electronic signature. Contracts are signed by the recipient, initialed by 4Culture’s Controller (after checking all required documents are on file) and signed by the Executive Director.

#### ***4-18 months after the grant deadline***

- Awardees submit invoices through 4Culture’s online portal (either partial or final), and staff review invoices for accuracy and required supporting materials (e.g. report on project activities, invoices/receipts, proof of 4Culture recognition, and photo documentation).
- Once final invoices are submitted, the contract is closed out in the CRM and in the accounting department's system.
- If awardees don’t request reimbursement for the full amount, the program staff will confirm with the awardee that all funds will not be used and notify Accounting that the funds will not be distributed.

## **H. Support Network Consulting Roster**

The increased funding available through Doors Open will greatly impact cultural organizations. While we anticipate most of these impacts being positive, it’s possible that within these moments of tremendous organizational growth, change, and evolution, many organizations will face unique challenges and unfamiliar risks. 4Culture plans to provide additional scaffolding and support to help organizations manage the risk and opportunities associated with the potential influx of increased funding. It will also provide assistance to organizations with emergency/crisis situations.

Cultural organizations will have access to the roster and will receive an allocation of consultant hours based on their eligibility. Below are the anticipated roster topic areas with topics specific to emergency/crisis needs highlighted.

## Roster Topic Areas

- Financial Emergency Planning
- Cultural Facilities
- Strategic Planning
- Organizational Design and Management
- Financial Planning and/or Strategy
- Human Resources
- Interpretive Planning
- Leadership and Board Optimization
- Board/Board Relations
- Communications, Marketing, Branding
- Fundraising/Development
- DEAI
- Legal Services
- Accessibility (language, ADA, facilities, mobility)

4Culture is developing this roster and has tentative launch plans for Q1-Q2 2025, depending on Doors Open Implementation Plan approval.

### I. Special Focus on Science and Technology Outreach

4Culture has a long history of supporting organizations advancing science and technology through our existing funding programs. This includes organizations whose missions reflect the technological history of our region, such as MOHAI and the Museum of Flight, both of which 4Culture has funded for many years via Projects, Sustained Support, Collections Care, and Cultural Equipment funding programs. In addition, 4Culture has supported numerous projects that have explored the intersection of arts and technology through Tech-Specific (a site-specific funding program) and Special Projects funding programs. These established relationships have proven invaluable in informing our work for Doors Open.

With the possibility of new King County funding for science focused organizations, 4Culture staff launched a research project in the fall of 2019 to interview local science organizations regarding their needs, funding priorities, programming, anticipated capital projects, and the health of the field in general. Unfortunately, this work was cut short due to the pandemic.

But the foundation laid by that plan was continued in the formation in January 2024 of a [Science & Technology Group](#) consisting of representatives of local science organizations from various disciplines, different size budgets, and regions of the county.

This group has met monthly since January 2024, providing insights into the field, and discussing important questions regarding the development of a new set of science and technology focused funding programs.

Topics of discussion for the group have included questions that affect the field:

- What would your organization prioritize with additional funding: kinds of programming, capacity building, facilities, equipment, or other?
- What strategies does your organization employ to expand outreach to underserved communities?
- What are the key issues in the regional science and technology field?

- What organizations and communities should be participating in this group that are not currently represented?
- What are the professional development needs of individuals working in regional science and technology cultural organizations?
- How can 4Culture protect against funding pseudoscience?
- How do you encourage the development of an understanding of scientific inquiry as a lifetime pursuit rather than a “requirement” to be set aside upon graduation from high school?
- What metrics have you found most useful in communicating the success of your programming?

To date, some initial observations from these discussions in the group, in individual interviews, and other stakeholder conversations revealed following strengths and challenges:

- Science organizations have made significant investments in programming for K-12, many with a focus on Title 1 public schools.
- Science and technology focused organizations in the region share similar needs to other cultural organizations: investing in capital facilities, offering competitive salaries for staff, engaging underserved communities, delivering programming at additional venues in communities, and other items.
- Misinformation has damaged the public's understanding of science. Rebuilding the public's trust in and understanding of science is a challenge.
- There is an ongoing shortage of qualified educators in science and technology. The increase in the cost of living in King County has made staffing science and technology focused organizations more difficult.
- Transportation costs associated with travel to organizations' venues can be a barrier to participation in programming.

### Science and Technology Grants

Science and technology grants will fund cultural organizations whose mission statement includes an explicit focus on science or technology. Organizations with a primary purpose of advancing and preserving zoology (such as a zoo or an aquarium) must be accredited by the Association of Zoos and Aquariums or supporting an organization accredited by the Association of Zoos and Aquariums.

Science and technology grants do not support the following activities:

- The conduct of primary research not directly providing experiences to the general public
- Medical and public health practice, including but not limited to medical treatment, medical or nutritional advice, or medical instruction.
- Pseudoscience, defined for this purpose as any system of beliefs or concepts that exhibits characteristics including but not limited to the inability in principle to be falsified by observable facts, lacking a research framework that tests and revises ideas based on observable facts, and/or has been demonstrated to be false by observable facts.

Doors Open is a new opportunity for 4Culture to fund cultural organizations in direct support of their science and technology programming. To ensure adequate resources are dedicated to this task, 4Culture established a Science and Technology Department, beginning with hiring a Science and Technology Director. The director will recruit a Science and Technology Program Manager as well as a Science and Technology Support Specialist. The department director is also charged with helping lead outreach to potential applicants. That outreach and engagement will include:

- Continued meetings of the Science & Technology Group through the early summer of 2024

- Recruiting and developing a formal advisory committee by the fall of 2024
- Convening a gathering of science and technology groups in the second half of 2024
- Conducting a landscape survey and analysis of the field in the winter/spring of 2024.

### 3. Doors Open and Implementation Plan Community Engagement

4Culture aims to maintain our trust, confidence, and credibility with the cultural community in distributing Doors Open revenue, as we have done over several decades with Lodging Tax and 1% for the Art supported programs. We are a public funder with community-focused goals and outcomes.

Because the cultural sector has a history of underinvestment and many organizations are in challenging economic circumstances, 4Culture provides regular and consistent proactive updates to all stakeholder groups and will do so throughout implementation and roll out of programs. 4Culture also provides a strong set of resources and information available online to make it easy for stakeholders to find the information they need.

To know more about the depth and breadth of 4Culture’s regular slate of communications, outreach, and engagement strategies, please see [Established Engagement and Communications Channels](#).

The following list is a summary of Implementation Plan-specific outreach taking place from January 2024 to June 2024 – the point of plan submittal.

- In person gatherings with cultural community groups: 22
- Online general info sessions (with ASL interpretation and translated into Spanish): 3
- In person gatherings with language/ethnic/racial community groups: 8
- In person gatherings with municipal groups: 5
- Gatherings with cultural leader groups: 14

### 4. Doors Open 2024: One Time Capital and Operating Support

#### A. One-Time Capital Grant Program: Doors Open Facilities

##### Program Summary

Doors Open Facilities grants will provide funding for building, remodeling, and buying specialized space that houses and facilitates cultural work in King County. The fund prioritizes projects that can begin construction or acquisition within two years of being awarded funds (by December 31, 2026). A total of \$24.1M is available in the funding pool for a variety of project size categories.

This grant builds from 4Culture and King County’s [Building for Equity initiative](#) to support cultural building projects and create a pathway to racial equity in cultural facilities funding. To help us achieve this goal, applicants must show an ongoing commitment to racial equity and equitable development, and applicants with project budgets over \$10M will be required to meet a Cultural

Space Contribution Requirement, where they provide space or technical assistance as part of their public benefit.

Facility project requests may be made in proportion to the Facility Project size, as indicated below. Applications and Contracts will have commensurate sets of reporting agreements and partner contribution agreements to the project size.

- Projects under \$250,000: Applicants may request up to 100% of total project costs.
- Projects between \$250,000 and \$1,000,000: Applicants may request up to 100% of project costs for first \$250,000 and 50% of project costs between \$250,001 and \$1,000,000
- Projects between \$1,000,001 and \$10,000,000: Applicants may request up to 100% of project costs for first \$250,000, 50% of project costs between \$250,001 and \$1,000,000, and 15% of project costs between \$1,000,001 and \$10,000,000.
- Projects greater than \$10,000,000: Applicants may request up to 100% of project costs for first \$250,000, 50% of project costs between \$250,001 and \$1,000,000, 15% of project costs between \$1,000,001 and \$10,000,000, and 5% of project costs over \$10,000,001. . The maximum request for this pool is \$2,500,000

In addition to the Base Awards, which are determined based on the panel score as applied to the requested amount, applications are eligible for an Advancing Equity and Geographic Inclusion bonus. Each application may have an additional percentage of funding added to their allocation if they are either outside the City of Seattle, or if the facility is in a 2020 US Census tract area with a Community of Opportunity index percentile of 60% or greater.

Additionally, if an organization does not score high enough to receive a Base Award, it may still be eligible for a Geographic Inclusion bonus, and thus the application may still be funded in part.

### **Program Allocations**

An estimated total of \$24.1M will be available for the Doors Open Facilities Grant, to be awarded to organizations applying within different project sizes. Based on previous facility grant cycles, 4Culture anticipates between 175 to 225 total applications for facility funding and will aim to fund the top scoring 10%-20% in each category.

A minimum of 25% of this Operating Support program will be allocated to organizations whose primary location is outside of the City of Seattle; and a minimum of 10% will be allocated to organizations whose primary location is within a 2020 US Census tract area with a Community of Opportunity index percentile of 60% or greater or provide services to vulnerable populations as defined in the implementing ordinance.

### **Application Process**

Applications will be available for a minimum of five weeks, allowing applicants as long as possible to gather the information required. The application will be available on 4Culture's application portal. 4Culture anticipates that most applicants will already have a profile created on the profile, thus streamlining this process.

Doors Open Facilities criteria includes Quality and Qualifications; Feasibility; Project Economic Impact and Public Benefit; and Advancing Equity.

4Culture staff will do their best to answer questions and help Doors Open Facilities applicants in advance. We anticipate hundreds of applications for this program and encourage applicants to prepare early to meet the deadline and take advantage of the support staff can provide.

In addition to staff support, 4Culture has hired several Community Connectors, who will help applicants prepare for their application, including how to go about getting proposals required for application such as architectural and design estimates; how to frame a project for the review panel; advice on choosing the right scale of project (potentially consolidating several smaller projects into “Accessibility Needs,” for example, or picking only the “HVAC Improvements” part of a larger project to propose); and aiming applicants towards best practices and commonly accepted structures for capital budgeting. These Connectors will work proactively to reach out to potential applicants as well as providing an open calendar where applicants can make appointments for consultation.

### **Panel Process**

Each Project size category will have a panel, consisting of five members, two of which are appointed by the Council and Exec, to review those applications. The panel consists of working professionals in the fields we fund, and who represent all parts of King County, sizes of organizations, and different points of view.

Panelists will review the contents of the applications and utilize a scoring sheet to score each application assigned to them. Panelists will have approximately three weeks to conduct their reviews.

The panel will be held over a 1-to-3-day period, depending on the quantity of applications received. During this period, the panel will talk about the proposals and recommend funding for selected proposals to 4Culture’s Advisory Committees and Board based on the criteria outlined above. The 4Culture Board then approves the final list of awards.

Applicants are notified of their awards after the Board gives final approval for funding.

### **Award and Approval Process**

In the Panel process, panelists will review and rate project proposals. Panelists are not required to come to consensus, but to provide their own unique perspectives. These scores will be aggregated to create a final score for each application. Panels will recommend a final slate of projects and funding to progress to the Advisory Committee.

For one-time programs in 2024, 4Culture will bring together representatives of each of the standing Advisory Committees (Arts, Heritage, and Preservation) to review the process and funding recommendations. They will receive a presentation of the application process, applicant pool, panel process and final award slate recommendations. The Advisory Committee will have a chance to review the recommendations, ask questions and approve the slate.

Once the Advisory Committee approves the funding slate, the recommendations progress to 4Culture’s Board of Directors December Board Meeting, where the slate will be reviewed and approved for funding.



## Contract and Payment Process

Once the 4Culture Board provides final approval for funding recommendations, 4Culture Program Managers work with each applicant to develop a Scope of Services and Public Benefit for their contract. Once a grant contract has been signed by both parties, invoices may be made to request reimbursement for qualifying expenses.

The following information is shared directly with grant recipients:

1. You will be notified via email about your award once the 4Culture Board of Directors votes to approve funding.
2. To receive grant funds, you must sign a contract with 4Culture, which will spell out a Scope of Services that you described in your application.
  - a. When you develop your contract's scope of services, remember to plan a payment schedule that reflects your eligible expenses (those incurred on or after the award date) and organizational timeline for providing your public benefit
  - b. Drafting and signing your contract may take several months to complete, due to the high number of anticipated grantees across discipline areas. If the timeline of the funding poses a concern for your organization, please reach out to your Program Manager.
3. For all programs, you need to submit a W-9 Form before we can issue payment. If you have previously completed this step for past grants, you do not need to do so again.
4. For capital funding (excluding equipment) a Certificate of Liability insurance (COLI) is required with 4Culture additionally insured for every contract before it can be executed. A current COLI must also be on file before payments are issued.
5. 4Culture provides funding on a reimbursement basis, which means we provide funding for completed work, and not future work. The value of your invoice must be equal to, or more than, the expenses related to providing your public benefit.
  - a. You may submit a partial payment or a final payment invoice.
  - b. If you are submitting your final payment invoice, you will be asked to ensure your profile is up to date with the latest financial information from your 990s.
6. You will be required to submit a set of documents along with your invoice:
  - a. A report that demonstrates your public benefit. If you request incremental payments, you will need to submit a report on the provided public benefit for each invoice.
  - b. Examples of 4Culture acknowledgement via marketing or publicity materials
  - c. Digital images documenting the project activities, digital images documenting your activities, including photo credits, permission to publish, and captions.
7. Invoice payments may be made via check or via Electronic Funds Transfer (EFT). Payment normally happens within 3-5 weeks.

## B. One-time Operating Support Program

### Program Summary

The one-time operating program provides operating and programmatic dollars to meet the day-to-day needs of cultural, science and technology organizations. Funding is intended to provide programs and services for public benefit. Awards are provided as unrestricted operating funds,



allowing organizations to deploy resources to their most emergent needs or where they will be most impactful for the delivery of the organization's mission.

## Program Allocations

There are four funding disciplines, between which an estimated \$24.1 million will be awarded. The anticipated number of applicants per discipline, based on historical data and field scans are as follows:

- Heritage – approximately 90 applicants
- Historic Preservation – approximately 30 applicants
- Arts - approximately 500 applicants
- Science and technology - approximately 80 applicants

Award amounts will be determined using a combination of:

- Budget size
- Average score, as determined by the panel
- an Advancing Equity Bonus, for those organizations who are focusing on marginalized communities, especially those that are disproportionately impacted by structural racism
- Eligibility for Geographic Inclusion Bonus (inclusive of both Outside Seattle and COO status)

A minimum of 25% of this Operating Support program will be allocated to organizations whose primary location is outside the City of Seattle; and a minimum of 10% will be allocated to organizations whose primary location is within a 2020 US Census tract area with a Community of Opportunity index percentile of 60% or greater or provide services to vulnerable populations as defined in the implementing ordinance

## Application Process

Applications will be available for a minimum of five weeks, allowing applicants as long as possible to gather the information required. The application will be available on 4Culture's application portal. 4Culture anticipates that most applicants will already have a profile created on the profile, thus streamlining this process.

## Program Criteria

Applicants will be asked to respond to prompts on the following program criteria:

- **Resilience:** Your organization has clearly stated plans to remain in operation through 2025. You have demonstrated organizational adaptability to changes in your community, and responsiveness to your community's needs.
- **Public Benefit:** Your organization offers substantial public benefit through your programs, activities, and services. Public benefit may include – but is not limited to – any free or reduced cost admission, events, or programs that increase access to in King County.
- **Advancing Equity:** Your organization has a focus on marginalized communities, especially communities that are disproportionately impacted by structural racism. This is not a requirement for funding.
- **Discipline-specific priorities:** These are specific contributions related to Historic Preservation, Heritage, Arts, or Science and Technology fields.

- **Program Economic Impact:** How the program enhances the local economy, including staff and contractors employed, volunteer hours and in-kind donations leveraged, and other economic multipliers that accrue to King County.

4Culture staff will do their best to help with applicants. We anticipate applications in the hundreds for this program and encourage applicants to prepare early to meet the deadline and take advantage of the support staff can provide.

### **Application Prompts**

The application has been developed with an eye toward balancing the need to provide enough information to the panel to make an informed recommendation about funding, while keeping barriers low and access accessible for organizations who may not have a professionalized grant writing team.

Applicants will be asked to provide the following information:

- Organization description
- Description of community served
- Programming description
- Description of organization governance or decision-making practices
- Description of public benefit

### **Panel Process**

Each of the discipline areas will have at least one panel and up to four panels, depending on the number of applications received. Each panel will have five members, two of which are appointed by the King County Council and King County Executive. The panel consists of working professionals in the fields, who represent all parts of King County, sizes of organizations, and different points of view.

Panelists will review the contents of the applications and utilize an online score form to score each application assigned to them. Panelists will have three to five weeks to conduct their reviews.

The panel will be held over a 1-to-3-day period, depending on the quantity of applications received. During this period, the panel will talk about the proposals and recommend funding for selected proposals to 4Culture's Advisory Committees and Board based on the criteria outlined above. The 4Culture Board then approves the final list of awards.

Applicants are notified of their awards after the Board gives final approval for funding.

### **Award and Approval Process**

In the Panel process, panelists will review and rate applications. Panelists are not required to come to consensus, but to provide their own unique perspectives. These scores will be aggregated to create a final score for each application. Panels will recommend a final slate of organizations to progress to the Advisory Committee.

For one-time programs in 2024, 4Culture will bring together representatives of each of the standing Advisory Committees (Arts, Heritage, and Preservation) to review the process and funding recommendations. They will receive a presentation of the application process, applicant pool, panel process and final award slate recommendations. The Advisory Committee will have a chance to review the recommendations, ask questions and approve the slate.

Once the Advisory Committee approves the funding slate, the recommendations progress to 4Culture’s Board of Directors December Board Meeting, where the slate will be reviewed and approved for funding.

### **Contract and Payment Process**

Once an organization has been awarded funding for Sustained Support, the next step is contracting. Contracting involves defining the scope of work for the project that has been selected.

The following information is shared directly with grant recipients:

1. You will be notified via email about your award once the 4Culture Board of Directors votes to approve funding.
2. To receive grant funds, you must sign a contract with 4Culture, which will spell out a Scope of Services that you described in your application.
  - a. When you develop your contract’s scope of services, remember to plan a payment schedule that reflects your expenses and organizational timeline for providing your public benefit
  - b. Drafting and signing your contract may take several months to complete, due to the high number of anticipated grantees across discipline areas. If the timeline of the funding poses a concern for your organization, please reach out to your Program Manager.
3. For all programs, you need to submit a [W-9 Form](#) before we can issue payment. If you have previously completed this step for past grants, you do not need to do so again.
4. 4Culture provides funding on a reimbursement basis, which means we provide funding for completed work, and not future work. The value of your invoice must be equal to, or more than, the expenses related to providing your public benefit.
  - a. You may submit a partial payment or a final payment invoice.
  - b. If you are submitting your final payment invoice, you will be asked to ensure your profile is up to date with the latest financial information from your 990s.
5. You will be required to submit a set of documents along with your invoice:
  - a. A report that demonstrates your public benefit. If you request incremental payments, you will need to submit a report on the provided public benefit for each invoice.
  - b. Examples of 4Culture acknowledgement via marketing or publicity materials
  - c. Digital images documenting the project activities, digital images documenting your activities, including photo credits, permission to publish, and captions.
6. Invoice payments may be made via check or via Electronic Funds Transfer (EFT). Payment normally happens within 3-5 weeks.

### **C. Engagement and Communications Strategy for 2024 Doors Open Programs**

Outreach is targeted to underrepresented communities based on prior award and applicant pool demographics. Guided by 4Culture’s Communications priorities, these efforts include targeted outreach and engagement including communications in multiple languages to broad-based community networks and media outlets within 4Culture’s network.

Most of 4Culture’s capital grant programs are long-standing, and our existing communication strategies employ a racial equity lens to target outreach to underserved communities to encourage

them to apply for funding. For more detail on how we'll leverage existing communication channels, see [Established Engagement and Communications Channels](#). A special focus will be on reaching and engaging Science and Technology organizations that are newly eligible for Cultural Facilities programs. For more detail on these outreach strategies, see [Special Focus on Science and Technology Outreach](#).

### Technical Assistance Workshops

4Culture will offer a series of virtual workshops open to all potential applicants, to provide information on program guidelines, the application process and answer questions, discuss project details, and review draft applications.

All workshops will be held remotely. For those who are unable to attend, a workshop recording will be available. Workshop recordings are translated into Spanish and Chinese subtitles.

## 5. Doors Open 2025-2031

### A. Sustained Support

#### Program and Allocation Summary

Sustained Support provides multi-year grants for operating funds to cultural organizations. These awards provide unrestricted funds to organizations that have a track record of delivering programs and services for the benefit of the public. With funds for unrestricted operating expenses organizations can deploy resources to their most emergent needs.

4Culture offers Sustained Support in each of our four funding program areas. Applicants must choose one of the four areas which best fits their mission and programs. Applicants must have a minimum two-year operating history for Heritage and Preservation Sustained Support; they must have a minimum three-year operating history for Arts Sustained Support.

#### Program Criteria

##### *Heritage*

These awards provide unrestricted support to cultural organizations that have a track record of delivering heritage programs and services, for the benefit of the public. Reviewers use the following criteria: Resilience; Public Benefit, Equity, and Heritage Priorities.

### Sustained Support

**Estimated annual funding:** \$48.5 million

**Objective:** Meet the ongoing needs of cultural organizations

**Strategy:** Provide predictable, multi-year funding assistance for operations, including assistance with rent, utilities, payroll, and other basic annual expenses

**Key Reporting Metrics:** Number of awards and total funding over time by organization; Number of awardees and total funding over time by geography and discipline

### ***Historic Preservation***

These awards provide unrestricted support to cultural organizations that have a track record of delivering historic preservation programs and services, for the benefit of the public. Reviewers use the following criteria: Resilience; Public Benefit, Equity, and Preservation Priorities.

### ***Arts***

These awards provide unrestricted support to cultural organizations that have a track record of delivering artistic cultural programs and services for the benefit of the public. Reviewers use the following criteria: Resilience; Public Benefit, Equity, and Artistic Substance.

### ***Science and Technology***

Operating funds for science and technology cultural organizations provide unrestricted support to organizations to deliver programs and services for the benefit of the general public, King County residents as well as visitors. For these grants, reviewers will look to the following criteria: Resilience, Public Benefit, Equity, and Science and Technology Priorities.

## **Application, Panel, and Award Process**

### ***Heritage***

In a typical, biennial award cycle, 4Culture Program Managers first review all applications to ensure eligibility. Program Managers facilitate panels of peer reviewers, which change for each Sustained Support cycle, to evaluate all eligible applications.

Award amounts have three components:

- A base award determined by the recipient organization's budget size.
- A possible additional award based on overall panel score.
- A possible Geographic Investment based on geographic location and/or an Equity investment based on organization's score on the Equity criterion.

The panel's award recommendations are sent to the Heritage Advisory Committee for review, and then onto 4Culture's Board for final approval.

If an organization is selected for funding, the Program Manager will work with the organization to create a grant contract outlining a Scope of Services and Public Benefit for each consecutive year. Organizations that receive Sustained Support funding are typically paid annually upon completion of one or more of the Public Benefit activities described in their grant contract.

### ***Historic Preservation***

In a typical, biennial award cycle, 4Culture Program Managers first review all applications to ensure eligibility. Program Managers facilitate panels of peer reviewers, which change for each Sustained Support cycle, to evaluate all eligible applications.

Award amounts have three components:

- A base award determined by the recipient organization's budget size.
- A possible additional award based on overall panel score.

- A possible Geographic Investment based on geographic location and/or an Equity investment based on organization's score on the Equity criterion.
- (see Equity Investments section under "What Sustained Support Funds," above).

The panel's award recommendations are sent to the Historic Preservation Advisory Committee for review, and then onto 4Culture's Board for final approval.

If an organization is selected for funding, the Program Manager will work with the organization to create a grant contract outlining a Scope of Services and Public Benefit for each consecutive year. Organizations that receive Sustained Support funding are typically paid annually upon completion of one or more of the Public Benefit activities described in their grant contract.

### *Arts*

In a typical, biennial award cycle, 4Culture Program Managers first review all applications to ensure eligibility. Program Managers facilitate panels of peer reviewers, which change for each Sustained Support cycle, to evaluate all eligible applications.

Award amounts have three components:

- A base award determined by the recipient organization's budget size.
- A possible additional award based on overall panel score.
- A possible Geographic Investment based on geographic location and/or an Equity investment based on organization's score on the Equity criterion.

The panel's award recommendations are sent to the Arts Advisory Committee for review, and then onto 4Culture's Board for final approval.

If an organization is selected for funding, the Program Manager will work with the organization to create a grant contract outlining a Scope of Service and Public Benefit for each consecutive year. Organizations that receive Sustained Support funding are typically paid annually upon completion of one or more of the Public Benefit activities described in their grant contract.

### *Science and technology*

Operating grants for science and technology cultural organizations are competitive and reviewed by community panels. Applications are scored according to the criteria of resilience, public benefit, equity, and science and technology priorities. Applicants must receive a minimum score to receive a grant.

Science and technology grant awards are scaled relative to the applicant's annual program expenses. In addition, applicants located outside Seattle, located in, and primarily serving a King County Community of Opportunity, with the smallest operating budgets, and/or exhibiting other indicators generally correlated with a limited access to funding receive an equity investment increasing the grant amount over and above what would have been awarded otherwise.

The panel's award recommendations will be sent to the Science and Technology Advisory Committee for review and subsequently to 4Culture's Board for final approval.

## Engagement and communications plan

4Culture's operating grant programs are long-standing, and our existing communication strategies employ a racial equity lens to target outreach to underserved communities to encourage them to apply for funding. For more detail on how we'll leverage existing communication channels, see [Established Engagement and Communications Channels](#).

A special focus will be on reaching and engaging Science and Technology organizations that are newly eligible for operating grant programs. For more detail on these outreach strategies, see [Special Focus on Science and Technology Outreach](#).

Like our other programs, 4Culture will offer digital and non-digital engagement to assist potential applicants with understanding the program and technical assistance throughout the application process. This will also include opportunities to receive one-on-one support from 4Culture staff. Typically, this comes in the form of feedback on individual applications, technical assistance, and offering general guidance on understanding and interpreting program criteria and eligibility requirements.

Outreach is focused on underrepresented communities based on prior award and applicant pool demographics. Guided by 4Culture's Communications priorities, these efforts include open application periods of 6-8 weeks; at least three workshops sharing guidelines, criteria, and the application process; and engagement including communication in multiple languages to broad-based community networks and media outlets within 4Culture's network.

## Public Benefit Reporting

Public benefit reporting is directly tied to 4Culture's contract and payment process. The grant contract is where the public benefit requirements are first documented, and cultural organizations report on their public facing activities in their payment request. Payment requests are submitted through the 4Culture grant portal and allow grantees to list attendance and participation numbers, provide a narrative evaluation of their activities, attach any necessary documents including photos, budgets, and proof of acknowledgment of 4Culture's support.

As an agency it is a value that we ease the reporting burden for grantees. We collect only needed information so that we can determine overall impact and learn how best to leverage resources for deeper investment in the arts, culture, and science fields.

## B. Public School Cultural Access

### Program Summary

The Doors Open Public School Cultural Access Program will provide King County public school students with greater and more equitable access to science, arts and heritage learning from our county's rich array of cultural organizations.

Beginning in 2025, all public schools and tribal schools in King County's 19 school districts will have access to an online roster of science, arts, heritage, and historic preservation cultural organizations that provide on-site and off-site cultural education programs in and out of the school day. Funding for programs will be provided directly to cultural organizations, and free field trip transportation will be provided to schools in districts with a 40% or higher free and reduced lunch rate.



Increased student access to cultural learning and experiences correlates with higher levels of academic achievement in high school and college and higher levels of civic engagement such as voting and volunteering.<sup>14</sup> A 2019 study found that elementary students who received increased access to education programs from cultural organizations and teaching artists had decreased disciplinary rates, improved their writing achievement, and that students' compassion for others increased.<sup>15</sup>

Cultural learning experiences can lead to better outcomes for students in King County, and this is why 4Culture is committed to implementing the Doors Open Public School Cultural Access Program with the following goals and values:

- All King County public school students can access engaging and enriching experiences that positively impact their wellbeing, performance in school, and overall growth and development.
- We will prioritize increased access to cultural experiences and activities for students from communities that have been disproportionately impacted by racism and other systems of oppression.
- We will prioritize increased access to students in schools that are located outside of established cultural centers.
- We will prioritize community cultural organizations that are led by and staffed by people from communities that have been disproportionately impacted by racism and other systems of oppression.
- We will prioritize cultural organizations that are located outside of established cultural centers.
- We will work to build and improve relationships between public schools and cultural organizations throughout King County.
- We will collect data to improve both the quantity and quality of cultural education programs provided by cultural organizations to schools.

## Public School Cultural Access

**Estimated annual funding:** \$14.6 million

**Objective:** Increase public school student access to cultural educational experiences

**Strategies:**

- Develop database of appropriate onsite and offsite cultural experiences for public schools
- Provide funding to sustain and extend the offerings of cultural organizations through programs provided at schools and at cultural facilities and venues of the cultural organizations
- Provide funding for transportation to cultural facilities and venues for eligible school districts

**Key Reporting Metric:** Number of schools, classes participating in Public School Cultural Access funded programs by county council district, zip code, school district

## Goals and Priorities for the Cultural Education Programs Roster

Establishing a central database for public school educators to find no-cost onsite and offsite cultural learning opportunities for their students is central to 4Culture's Public School Cultural Access Program.

**Roster Goals:**

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<sup>14</sup> James Catterall, 2012.

<sup>15</sup> Daniel H. Bowen, 2019.



- Enable teachers and other school staff to find science, arts, and heritage education programs that align with their classroom and school learning goals.
- Enable teachers and other school staff to find science, arts, and heritage education programs from organizations that reflect their school communities.
- Provide information and support to teachers and other school staff that reduces their barriers to initiating, planning, and implementing cultural field trips and partnerships.
- Provide information and support to cultural organizations that reduce their barriers to engaging with public schools.
- Provide a basis for establishing sustained relationships between schools and cultural partners for the benefit of students.

### **Roster Priorities:**

- Educators will be able to search and filter to find science, arts, and heritage programs that meet their specific learning goals and time parameters.
- Educators will be able to clearly know if their school is eligible for free transportation funding to offsite cultural experiences. They will also know what the process is for requesting free transportation through their district.
- Cultural organizations will be able to provide descriptive program information for the roster so that educators have a clear sense of the value and requirements of each program.
- Cultural organizations will be able to update their program information on the roster at least annually.
- New cultural organizations will be able to add programs to the roster at least annually.

### **Process for Data Collection and Delivery to Public Schools and Cultural Organizations**

The process for data collection to populate the roster will include the following steps:

1. Outreach to cultural organizations to submit entries for the Partner roster
  - a. 4Culture will put out a call for submissions using their cultural orgs list and lists of current partners provided by schools and districts during school stakeholder engagement
  - b. Cultural organizations will fill out an automated form to establish eligibility. If they are found eligible, they will proceed to a submission form where they input data to populate the roster. (see #3)
2. Cultural Partner eligibility
  - a. Meet all organizational structural requirements for Doors Open
  - b. Align with at least one of the Discipline Definitions
  - c. Provide a minimum of one Public Benefit
  - d. Provide a minimum of one Equity Inclusion Public Benefit and/or a minimum of one Geographic Inclusion Public Benefit
  - e. Must agree to meet all the partnership requirements of the district with which the program is occurring. Examples of district requirements may include staff background checks and required liability insurance.
3. Roster Data Collection
  - a. Eligible cultural partners will provide organization and program information through an online portal on the 4Culture website.
  - b. Prior to the initial launch of the roster organizations will have a minimum of five weeks to complete their data to allow sufficient time to gather required information. During this time, technical assistance will be available on the website, through on-line webinars, and through email and phone support from 4Culture staff.

- c. Organization and program information for the roster will include [Note that additional fields may be added based on continuing stakeholder engagement with teachers and district staff.]:
  - i. Organization name,
  - ii. Discipline: Science, Arts, and/or Heritage
  - iii. Sub-discipline, e.g. Historic Preservation, Biology, Engineering, Dance, Music, History,
  - iv. List of school districts and tribal schools that they serve,
  - v. Grade levels they serve,
  - vi. Program name (organizations will be able to list multiple programs as needed),
  - vii. Program type (field trip, in-school single performance/event, in-school residency),
  - viii. Program description,
  - ix. Alignment to state curriculum standards, if applicable,
  - x. Student time needed for program,
  - xi. Educator planning time needed for program,
  - xii. Number of students program can accommodate,
  - xiii. Languages available for learning experiences,
  - xiv. Experience with special education students,
  - xv. Accessibility features available for program, e.g. ASL interpretation, wheelchair accessibility, assistive technology,
  - xvi. Race/ethnicity/accessibility information about program staff,
  - xvii. Estimated cost of program (for 4Culture, not visible to schools)
  - xviii. Organization contact information
  - xix. Link to program registration
  - xx. Downloaded program information, e.g. photos, videos, case studies, lesson plan.
- 4. Cultural Organizations also need information about schools in King County.
  - a. Some information about schools can be uploaded annually from the Office of the Superintendent for Public Instruction and other information will have to be obtained from schools via survey.
  - b. Survey information is marked with an asterisk. Cultural organizations will be able to search and filter for specific types of schools.
    - i. School name
    - ii. District
    - iii. Principal
    - iv. Address, phone number
    - v. Grades in school
    - vi. Size of school
    - vii. If school is eligible for free transportation for off-site cultural programs.
    - viii. Students' percentages for race/ethnicity, languages spoken, free and reduced lunch status, students experiencing homelessness, special education
    - ix. If there is a partnership liaison, their name and contact information\*
    - x. Link to school website\*

### **Goals and Priorities for Funding for Cultural Education Programs**

The cultural education programs funding structure is designed with a goal of sustaining, deepening, and extending cultural education partnerships between cultural organizations and schools. Many

King County cultural organizations already provide engaging and rigorous education programs. Doors Open funds will ensure that existing partnerships with schools can be sustained through the budget reductions that many schools are currently facing. Doors Open funds will expand access to additional schools to bring existing cultural programs to their students, and over time will enable cultural organizations to build out new education programs to provide more access to King County public school students.

### **Priorities**

The cultural education programs funding structure is designed to ensure that:

- Schools and cultural organizations clearly communicate and develop shared learning goals and a program plan to ensure that students' learning needs are met.
- 4Culture gathers relevant data to improve processes for schools and cultural organizations over time and to study the impact of increasing cultural education access on students and communities.

### **Process**

1. Once a teacher or other school staff contacts a cultural organization to initiate a partnership, the organization and the teacher will complete a brief on-line memorandum of understanding (MOU). The MOU form will be accessible from the 4Culture website. The MOU will gather data that will be used in the grant application such as the type of learning experience, the school, and how many students will be served. The MOU must be signed by a representative from the cultural education organization, the public-school educator, and a school administrator (principal or assistant principal), or school district representative.
2. After an MOU is signed, the cultural organization will apply via an online portal to 4Culture for a grant.
3. To be responsive to school scheduling needs, 4Culture will design a panel review process with timing that ensures responsiveness and flexibility. Feedback from cultural partners and school stakeholders will inform the design.
4. Upon completion of the partnership, a brief survey will automatically be sent to the teacher and the partner to confirm that the partnership occurred and gather feedback for partnership and process improvements.
5. The cultural organization will submit an invoice for reimbursement of the cost of the program.

### **Goals and Priorities for Funding Public School Transportation**

Per Washington state legislation RCW 82.14.525, school districts with at least 40% of the student population eligible for federal free and reduced-price school meals (FRL) will have access to transportation funding to attend programs and activities. Because transportation costs have been identified as a barrier for schools to student access to field trips, 4Culture's priority is that all schools with 40% FRL or higher are eligible for transportation funds, regardless of their district, receive free transportation for cultural education field trips.

- All schools with 40%+ FRL rates have access to transportation funds. This applies to 189 schools in 8 districts (Auburn, Federal Way, Highline, Kent, Muckleshoot Tribal School, Renton, Skykomish, Tukwila)
- If there are sufficient funds, we will include all schools with 40%+ FRL rates to have access to transportation funds. This applies to 68 schools in 8 additional districts – Bellevue (6), Enumclaw (1), Issaquah (2), Lake Washington (1), Northshore (2), Seattle (46), Shoreline (4), Vashon (1).

- If there are sufficient funds, we will include all schools in all districts that face significantly higher transportation costs due to distance from cultural centers.
- Process for reserving bus transportation is clear and streamlined for teachers.
- Process for receiving payment for transportation by district or bus company is clear and reliable.

### ***Process for Delivery of Transportation Funds***

The 19 King County school districts use a variety of transportation models. Some districts own and operate their own fleet of busses, while others contract with a bussing company. Through stakeholder engagement with district transportation leaders, 4Culture will design a system so that teachers in each district can request bus transportation in the method that is appropriate for their district and the district or bus company can invoice 4Culture for the cost. 4Culture’s Finance and Legal teams will also be engaged in the design of the delivery process.

### **Tentative Program Timeline, 2024-2025**

May	Jun	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb
School stakeholder engagement; refine roster + transportation design									
	Cultural education partners stakeholder engagement								
		Website + roster design requirements complete	Website + roster built						
					- Beta test website w/ school staff + partners - Hire Public Schools Cultural Access Program Manager	Cultural education organizations submit roster info		- Soft launch website, roster to schools - Monthly panel review begins	Launch event for district and school staff in person at a cultural partner space

### **Engagement and Communications Plan**

4Culture’s communication strategy includes a stakeholder engagement component for the 2024 planning year and a communications plan component for the 2025 launch of the Doors Open Public Schools Cultural Access Program.

### ***2024 Stakeholder Engagement for Public Schools Cultural Access Program Design***

The goals of Public Schools Program stakeholder engagement approach are to:

- Understand the current barriers across the districts to school and district partnerships with science, arts, and heritage organizations.
- Identify what has worked well to inform required functions for the roster and the funding partnership mechanism.
- Identify the information schools need in a roster to serve their curricular needs as well as the needs of their specific populations of students, including information about

racess/ethnicities of staff, languages spoken, accessibility, experience with special education students, and geographies served.

- Identify the barriers that cultural organizations have in forming and maintaining partnerships with schools and how Doors Open’s design could help mitigate those barriers to strengthen public education partnerships.
- Identify the information that science, arts and heritage organizations need about schools and what tools they may need to access that information.

#### *Stakeholders and engagement methods:*

- District Superintendents
  - Goals: To build their understanding of Doors Open and 4Culture and to obtain their support in engaging with other district staff
  - Methods: Utilize Puget Sound Educational Services District as an existing touchpoint.
- District Curriculum Managers and Teachers on Assignment for science, visual and performing arts, social studies (including ethnic studies and Native American studies) language arts, Career and Technical Education.
  - Goal: Understand what information school staff needs related to content and curriculum to make a partnership choice.
  - Methods: Online focus groups, by content area or geography
- School and Community Partnerships and Engagement Managers
  - Goals: Identify barriers to partnership and what schools and educators need to encourage partnership at a systems level. Identify existing partnerships with science, arts, and heritage organizations.
  - Methods: 1-1 conversations, on-line focus group
- Teachers and other school staff who make partnership decisions
  - Goals: Identify barriers and needs. Identify existing successful partnership models. Beta testing for website and on-line roster.
  - Methods: On-line focus groups with stipends provided for work outside of the school day. May be grouped elementary/secondary, geography, content areas.
- Transportation Managers
  - Goals: Understand the cost and process for funding school transportation to cultural partner facilities.
  - Methods: 1-1 interviews
- Science, Arts, and Heritage Education Community Organizations:
  - Goals: Gather functionality needed for roster and funding mechanism from a partner perspective.
  - Method: Focus groups with a variety of types, organization sizes, and locations.

### **2025 Public Schools Cultural Access Launch**

There will be three main strands of communication: district and school staff, cultural education partners and the King County general public.

#### ***Communications with Districts and Schools***

**Goal:** Inform district and school staff about the program and give them a consistent easy way to access the roster

**Message:** Partnering with King County science, arts, and heritage community organizations will increase student engagement, expand the breadth and depth of student learning, and bridge cultural gaps. Through Doors Open, there are hundreds of no-cost programs with King County science, arts, and heritage community organizations and free field trip transportation is available to many schools.

**Strategies:** Work with school district communications departments to add persistent links on district and school staff web pages. District staff eNews, emails via curriculum managers. In-person launch event at a cultural partner space.

**Communications with Cultural Education Partners**

**Goal:** Inform science, arts, and heritage cultural organizations about the funding and roster opportunities.

**Message:** More than \$10M is available annually to provide free science, arts and heritage education programs to King County public school and tribal school students. This is an opportunity to sustain, deepen and extend cultural education to students across the county.

**Strategy:** Email outreach through 4Culture’s existing cultural organizations list augmented by organizations that schools report already partnering with. Webinars and technical assistance by 4Culture staff to provide information and answer questions.

**Communications with Public**

**Goal:** Raise awareness of Doors Open Public Schools Cultural Access Program in the general public, especially those connected to public education (students, families, school staff)

**Message:** Partnering with King County science, arts, and heritage community organizations will increase student engagement, expand the breadth and depth of student learning, and bridge cultural gaps. Through Doors Open, there are hundreds of no-cost programs with King County science, arts, and heritage community organizations and free field trip transportation is available to many schools.

**Strategy:** Media campaign that includes an in-person event for school leaders, educators, students, families, cultural education organizations and media to raise public and educator awareness of the program.

**Table of role descriptions: school districts, cultural orgs, 4Culture**

<p><b>School Districts</b></p>	<ul style="list-style-type: none"> <li>• Inform program design [transportation managers, curriculum managers]</li> <li>• Support communication about program to school staff [communication managers]</li> </ul>
<p><b>School Teachers</b></p>	<ul style="list-style-type: none"> <li>• Inform program design through focus groups and beta testing, pre- and post-launch</li> <li>• Utilize cultural education partners roster to arrange programs for students</li> </ul>

	<ul style="list-style-type: none"> <li>• Collaborate with cultural education partners to plan programs and complete no-cost partnership agreement (or MOU)</li> <li>• Implement cultural learning programs with partner</li> <li>• Complete brief post-partnership survey</li> </ul>
<b>Cultural Organization Education Programs</b>	<ul style="list-style-type: none"> <li>• Inform program design through focus groups and beta testing, pre- and post-launch</li> <li>• Provide data to populate roster with organizational and education program details</li> <li>• Assign staff to monitor school program requests</li> <li>• Collaborate with requesting school staff to plan programs and complete no-cost partnership agreement (or MOU)</li> <li>• Implement cultural learning programs with school staff</li> <li>• Complete brief post-partnership survey</li> <li>• Receive funds</li> </ul>
<b>4Culture</b>	<ul style="list-style-type: none"> <li>• Conduct stakeholder engagement with staff from schools and cultural education partners to inform program design.</li> <li>• Design, implement and maintain website, roster, funding mechanisms for transportation and cultural education organizations.</li> <li>• Create conditions to foster positive, long-term relationships between schools and cultural organizations.</li> </ul>

**Public Benefit Reporting for Public Schools Cultural Access Program**

Doors Open Public School Cultural Access Program grant recipients are required to meet at least one general Public Benefit requirement and one Equity or Geographic Inclusion Benefit requirement. Of these, the most relevant to the Public Schools program are:

- Providing cultural educational programs and experiences at a cultural organization's own facilities or in schools or other cultural facilities or venues; (GENERAL PUBLIC BENEFIT)
- Providing arts, science, and heritage career building opportunities for youth through internships and apprenticeships or other means; (GENERAL PUBLIC BENEFIT)
- Providing free access to curriculum-related arts, science, and heritage programs for public school students throughout the county at school and at cultural sites with emphasis on underserved students; (EQUITY INCLUSION BENEFIT)
- Providing cultural programming to communities outside the city in which a cultural organization is primarily located, either directly or in partnership with other cultural organizations, or public schools, or through other means. (GEOGRAPHIC INCLUSION BENEFIT)

Data on Public Benefits will be collected through the Memorandum of Understanding that the cultural organizations and schools complete to receive funding. Public Benefits data will include data that illustrates the immediate benefits of programs to King County public school students and staff as well as benefits for the cultural organizations. 4Culture will also gather data to show the



longer-term benefits of engaging in learning through community partnerships with cultural organizations to King County students and communities.

***Metrics related to benefits to public school students include:***

- Number of students participating in programs by program type, category, discipline
- Number of students participating in programs by school FRL rate (EQUITY INCLUSION BENEFIT)
- Number of students participating in programs by county council district, zip code, school district (GEOGRAPHIC INCLUSION BENEFIT)
- Application and award levels to organizations for education programs by school, school district, schools where at least 40% of students are eligible for the Free and Reduced Lunch program (FRL)

***Metrics related to benefits to public schools and staff include:***

- Number of schools, classes participating in programs by program type, category, discipline
- Number of schools, classes participating in programs by school FRL rate (EQUITY INCLUSION BENEFIT)
- Number of schools, classes participating in programs by county council district, zip code, school district (GEOGRAPHIC INCLUSION BENEFIT)
- Number of busses and amounts paid to school districts for transportation by district, school, county council district
- Number of professional development programs by school, district, cultural category, discipline
- Number of teachers participating in professional development by school, district, cultural category, discipline

***Metrics related to benefits to cultural organizations include:***

- Application and award levels to organizations by program type, category, discipline
- Application and award levels to organizations by organization size, demographics of leaders, staff (EQUITY INCLUSION BENEFIT)
- Application and award levels to organizations by county council district, zip code, school district, school (GEOGRAPHIC INCLUSION BENEFIT)

***Metrics to understand Doors Open's impact and to inform improvements to the Doors Open the Public School Cultural Access Program include:***

- Number of cultural organizations that are listed on the roster by category (science, arts, heritage) and discipline (e.g. zoology, computer science, music, theatre)
- Number of educational programs listed by type (field trip, in school), category, discipline,
- Traffic to roster

Additional metrics to grow understanding of the impact of programs on students will be added after consulting with evaluation staff.



## C. Public Free Access

### Program and Allocation Summary

The Public Free Access program aims to reduce the significant barrier that admission fees pose to many King County residents and visitors, particularly underserved communities, in accessing quality, relevant cultural and science experiences. Reimbursements are provided to cultural organizations to help cover the costs of providing free and reduced cost programming throughout the year.

### Program Criteria

Grants may be used to support free and reduced cost attendance at arts, heritage, preservation, or science experiences that meet the following criteria:

- Mission-based and meaningfully engages the attendee in the mission.
- Provides an identical experience to attendees paying a standard fee.
- Produced by the applicant organization.
- Open and advertised to the general public without restriction or limitation by invitation, such that anyone who wishes to visit/attend/participate/purchase a ticket may do so.
- In-person at venues in King County whereat head counts are taken and recorded.

### Application, panel, and award process

Maintaining a focus on equitable access to funding, the Public Free Access program minimizes the burden of applying by automatically pre-qualifying current Doors Open operating support grant recipients, if they meet all other program eligibility requirements. The operating support panel process effectively serves as the panel process for Public Free Access grants, meaning that being awarded an operating support grant for the current year provides eligibility to apply for a Public Free Access program grant for the same year if the applicant provides cultural experiences consistent with the program criteria and guidelines.

Applicants are required to complete a short application providing necessary information, including but not necessarily limited to the following items:

- Number of free and reduced cost attendance and total other paid attendance provided by the applicant during the previous calendar year.
- How attendance was counted.
- What documentation of the attendance is preserved.
- List of the cultural experiences in the current calendar year the applicant plans to offer free or reduced cost participation.
- How the applicant will prioritize providing free or reduced cost access to cultural experiences for members of underserved communities.

Public Free Access grants for the current year are based on the free and reduced cost attendance provided in the previous calendar year that meets the program criteria and guidelines.

## Public Free Access

**Estimated annual funding:** \$14.6 million

**Objective:** Increase access to cultural offerings

**Strategy:** Reimburse cultural organizations for free and reduced-cost access experiences

**Key Reporting Metric:** Number of free and/or reduced cost attendants

In addition, applicants located outside Seattle, located in, and primarily serving a King County Community of Opportunity, with the smallest operating budgets, and/or other indicators correlated with a limited access to funding receive an equity investment increasing the grant amount over and above what would have been awarded otherwise.

## Public Benefit Reporting

To receive reimbursement, all Public Free Access recipients provide documentation on the number of free and/or reduced cost attendance provided. This reporting metric is collected by 4Culture for annual reporting and is evidence of the General Public Benefit and Equity Inclusion Benefit requirements.

## D. Building for Equity

### Program and Allocation Summary

The Doors Open allocation for Building for Equity encompasses 4Culture’s facilities, facility-focused capacity building, and other capital grant programs. 4Culture’s current Building for Equity initiative was built to center communities that have historically faced barriers to purchasing and stewarding cultural space, and provides a combination of funding, tailored support, and strategic partnerships.

Doors Open will enable 4Culture’s existing Building for Equity funding programs, including Capacity Building and Facilities, to grow. A new program will be initiated, focusing on facilities that serve Native communities and share Native cultures.

The Doors Open Building for Equity allocation will also bring additional resources and a renewed focus on equitable funding strategies in 4Culture’s Equipment, Landmarks Capital, and Emergency/Unforeseen Capital programs.

### Program Criteria

**Building for Equity: Facilities** criteria include Quality and Qualifications; Feasibility; Project Impact and Public Benefit; and Advancing Equity. An additional eligibility requirement for projects with budgets larger than \$10 million is a demonstrated commitment to Equity in Development and Construction Practices. Funding levels will be determined during the funding process based on revenue availability and applicant need.

**Building for Equity: Capacity Building** criteria include Quality and Qualifications, Feasibility, Impact, and Advancing Equity. (An additional eligibility requirement for Capacity Building applicants is being located in a Community of Opportunity or outside of Seattle; or the organization’s primary mission or programs must support historically marginalized communities.)

## Building for Equity

**Estimated annual funding:** \$9.7 million

**Objective:** To support cultural building projects and create a pathway to equitable facilities funding.

**Strategies:**

- Provide funding for cultural and science organizations to acquire, build, and renovate buildings, to purchase equipment
- support organizational capacity building for meeting facility goals

**Key Reporting Metric:** Number and type of projects funded over time by district and zip code

**Equipment** criteria include Quality, Feasibility, Project Impact, and Advancing Equity.

**Native Cultural Facilities** funding criteria are currently under development. A Native Advisory Council is working with 4Culture staff to refine funding criteria.

**Landmarks Capital** criteria include Quality; Feasibility; Public Benefit; Advancing Equity; and Program Priorities. (The Program Priorities criterion allows the Landmarks Capital program to adapt to time-sensitive needs and specific gaps in funding for historic preservation. Additionally, the project must focus on the rehabilitation of a designated landmark property.)

**Emergency/Unforeseen** criteria include Quality, Feasibility, and Project Impact and Public Benefit. Additionally, projects must meet eligibility criteria as follows:

Emergency:

- A pressing situation that would cause a facility or landmark to be threatened, or to suffer severe economic consequences due to conditions outside of the applicant's control
- A threat to the safety of patrons or staff
- A catastrophic event or natural disaster

Unforeseen Opportunity:

- An opportunity that was not available at the time of the last application deadline and that will no longer be available to the applicant by the next application deadline.
- Will allow an organization an unexpected opportunity to significantly advance its goals and mission

### **Application, panel, and award process**

Each grant program and cycle has a different pool of applicants and projects. Grant recommendations for Building for Equity Facilities, Building for Equity Capacity Building, Equipment, and Landmarks Capital funding are made by separate panels consisting of working professionals in the fields we fund, and who represent all parts of King County, sizes of organizations, and different points of view. Each panel, the composition of which changes every year, comes together to talk about the proposals and recommends funding for selected proposals to 4Culture's Advisory Committees and Board based on the criteria outlined above. The 4Culture Board then approves the final list of awards.

Applicants are notified of their awards after the Board gives final approval for funding. Program managers work with each applicant to develop a Scope of Services and Public Benefit requirements for their grant contract. Grant payments are made upon request for reimbursement for qualifying expenses; the applicant must submit copies of their invoices to 4Culture to document the expenses.

The application and review process for Native Cultural Facilities funding is currently under development under the guidance of a Native Advisory Council.

4Culture sets aside a limited amount of capital grant funding for Emergencies and Unforeseen Opportunities, outside of the regular grant cycle. Applications for Emergency/Unforeseen Opportunity funding are reviewed by the relevant 4Culture Advisory Committee in advance of their regular meeting, and typically the applicant joins the committee for an interview. Advisory Committee members evaluate whether the project meets 4Culture's definition of an Emergency or Unforeseen Opportunity, and they consider the project's merits using the criteria of Quality, Feasibility, Equity, and Public Benefit.

Advisory Committee recommendations for out-of-cycle funding go to the 4Culture Board of Directors for final approval. In the absence of a meeting of the 4Culture Board, recommendations are reviewed and approved by the 4Culture Executive Committee.

### **Engagement and communications plan**

Most of 4Culture’s capital grant programs are well-established, and our networks and communication strategies employ a racial equity lens to target outreach to underserved communities and encourage them to apply for funding.

Outreach is focused on underrepresented communities based on prior award and applicant pool demographics. Guided by 4Culture’s Communications priorities, these efforts include open application periods of 6-8 weeks; at least three workshops sharing guidelines, criteria, and the application process; and engagement including communication in multiple languages to broad-based community networks and media outlets within 4Culture’s network.

A special focus will be on reaching and engaging Science and Technology organizations that are newly eligible for Building for Equity Facilities, Building for Equity Capacity Building, Equipment, and Emergency/Unforeseen programs.

In addition, 4Culture’s Native Advisory Council will advise on outreach and engagement strategies for the Native Cultural Facilities program.

### **Public Benefit Reporting**

**Building for Equity Facilities** grants require organizations provide arts, culture, science and/or heritage programs, services, or opportunities as a public benefit for a period of at least 10-years as specified in the agreement governing the award.

During that time, as public health regulations permit, the public will regularly have access to the organization’s facility or primary location and will benefit from participation in specific arts, culture, science and/or heritage opportunities provided by the organization.

The organization must widely publicize its public benefit performances, events and programs throughout King County and track the number of public benefit events and audiences served by such programs.

In addition, as part of the public benefit to be provided by this grant, this organization agrees to provide 6-hours to the Building for Equity Program. These hours may include participation in a focus group, interviews with 4Culture staff and/or to present at a 4Culture workshop. The intent of this participation is to evaluate the efficacy of the Building for Equity Program through its participants and to create a community of practice around planning, developing, and building facility projects.

For organizations with project budgets of \$10m or more, a unique public benefit is required. These grantees agree to participate in a quantifiable Space Contribution program facilitated by 4Culture. The intent of this program is to encourage resource-sharing and partnership between Building for Equity constituents. The Grantee will offer free access to technical assistance, use of facility space or other equivalent benefits over a designated period with a Building for Equity Capacity Building or Launch grantee.

**Building for Equity Capacity Building** grants require organizations provide the following potential cultural opportunities as public health regulations permit:

- Regularly scheduled cultural programs produced by the organization offered to King County residents and visitors, either live or through virtual means
- Access to special events or educational programs offered by this organization
- Participation/engagement of this organization’s staff, board and/or volunteers in training that prepares them to better serve their community and increase their skills in planning for and managing capital projects.

The organization must widely share its public benefit performances, events, and programs throughout King County and track the number of public benefit events and audiences served by such programs.

**Equipment** grants require organizations to provide the following types of potential opportunities to the public, with the equipment over a period of at least 10 years:

- Regularly scheduled free or pay-what-you-can access to rehearsals, previews and/or performances; or historic space, exhibits, and/or programs enabled by the equipment supported by this grant.
- Regularly scheduled free or reduced-price admission to displays or collections enabled by using the equipment supported by this grant.
- Regularly scheduled public programs produced by the grantee and offered to King County residents and visitors at other sites.
- Access to educational programs produced by the grantee that are targeted to under-served King County populations such as students, senior citizens, or other specific audiences.

The **Landmarks Capital** program’s public benefit centers on the rehabilitation and long-term stewardship of designated landmarks. Landmarks Capital recipients must agree to maintain the property as landmark in perpetuity, and to maintain the property in good condition for a minimum of 10 years. The recipient must abide by local historic preservation regulations, which typically include a requirement for design review of any proposed changes, and adherence to the Secretary of the Interior’s Standards for the Treatment of Historic Properties.

**Emergency/Unforeseen** public benefit varies slightly by program area but parallels the public benefit requirements of Building for Equity Facilities and Landmarks Capital programs.

## E. Countywide Initiatives

Countywide Initiatives funding will support ‘field services’ organizations that improve career opportunities for King County’s cultural practitioners. Field services are investments in people, without whom the cultural sector would not exist. A healthy workforce will strengthen the arts and culture ecosystem and, in turn, improve the cultural experience available to the residents and visitors of King County.

Countywide initiatives will use the framework of field services to support cultural practitioners. Field services refers to the constellation of programs, resources, and networks that support capacity building for cultural organizations and cultural practitioners in King County.

- **Capacity building** is the generation of resources or support intended to help an organization, group, or individual enhance their ability to fulfill their mission or purpose (i.e., any activity or support that is focused on the health and sustainability of an organization or the practitioner rather than specific programs.)
- **Cultural practitioners** are the collection of artists; administrators, professionals, and volunteers of cultural institutions and culture-focused public agencies; owners or stewards of historic structures and landscapes; culture bearers; technical specialists; and creative professionals and workers with specialized skills needed in the cultural ecosystem.

4Culture has historically played a supporting role in field services, though it may not have considered this an explicit function of the organization. Studies by ArtsFund, 4Culture, and others between 2018 and 2022 highlight a need for more systemic and sustained approach to field services to enable the cultural sector to thrive during the regional affordability crisis.<sup>16</sup> In 2020, understanding and providing a systemic approach to field services for individual practitioners was included as one of King County’s Cultural Plan Goals: “Foster racial equity, agency, and collaboration for cultural practitioners to build a stronger cultural sector.” The Covid-19 pandemic exacerbated the need greatly, shuttering many venues, pushing cultural practitioners out of the region, and creating social and creative isolation.

### Countywide Initiatives

**Estimated annual funding:** \$6.8 million

**Objective:** Support regional initiatives for cultural workforce development

**Strategies:**

- Multi-year project-based funding for organizations providing field services for cultural practitioners
- Support for cultural workforce and career development

**Key Reporting Metric:** Number and location of field service providing programs; Number of participants completing the programming and/or service

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<sup>16</sup> ArtsFund Social Impact Study, 2018; King County 4Culture Task Force Report, 2018; 4Culture Cultural Health Study, 2021; and Puget Sound Regional Council’s Arts and Culture Economic Recovery Strategy, 2022.



## Field Services, Post-Pandemic

A landscape scan of Field Services conducted by BERK Consulting in 2023 found that field services offerings are most challenged by funding and staffing constraints among field services providers. Field services are most robust in Seattle where providers are concentrated, and where funding and programming is augmented by the City of Seattle. Field services opportunities are often found through social media or through word-of-mouth, and there is no accepted countywide hub for communication of opportunities.

Field service offerings 4Culture is best equipped to support include:

**Pathways.** Training and skill-building opportunities are not consistently available and accessible across career stages, disciplines, and regions.

**Community-building.** Cultural practitioners want community building and mentorship, such as cooperatives or communities of practice to connect with other cultural practitioners.

**Professional services.** Individual cultural practitioners need professional services such as legal counsel, professional photography and marketing, trademarking, and tax advice. These services, when available, may not be tailored to the unique needs of cultural workers or affordable.

## Program and Allocation Summary

Countywide Initiatives will help 4Culture provide transformative funding to field services providers who support cultural workforce development for cultural practitioners in all disciplines and throughout the county. Countywide Initiatives funds will provide multiyear project-based grants to increase capacity for field services providers to support individual practitioners of all cultural disciplines.

## Program Criteria

This program will be open to:

- Cultural organizations with a primary purpose to provide programs, resources, and networks that support capacity building for cultural organizations and cultural practitioners in King County.
- Cultural organizations who provide or would like to provide field services, but do not include it as their primary mission focus. For projects proposed by these cultural organizations (that are not primarily field service providers), the proposed project must benefit more than the staff, membership, or audience of the applicant organization.

## Examples of Field Service Providers in King County

- Artist Trust
- Shunpike
- Arte Noir
- Maple Valley Creative Arts Council
- African American Writer's Alliance
- Centro Cultural Mexicano
- Washington Trust for Historic Preservation
- Historic Seattle
- yəhaw' Indigenous Creatives Collective
- Ethnic Heritage Council
- Museum Educators of Puget Sound
- TeenTix

Countywide initiatives will prioritize support for organizations that are based and projects that will take place outside of Seattle, in a Community of Opportunity, or meeting other equity criteria, for funding and support.

### **Application, Panel, and Award Process**

Field service project grants will be evaluated by panels of professionals in the fields we fund, who represent all parts of King County, sizes of organizations, and different points of view. Each panel will come together to talk about the proposals and recommend funding for selected proposals to 4Culture's Advisory Committees and Board based on the criteria outlined above. The 4Culture Board will approve the final list of awards.

Applicants will be notified of their awards after the Board gives final approval for funding. Program managers will work with each applicant to develop a Scope of Services and Public Benefit requirements for their grant contract. Grant contract terms will be at least 3 years, to allow for appropriate length of planning before implementation and help sustain projects for one or two interactions.

### **Engagement and communications plan**

4Culture conducted extensive outreach in the development of Countywide Initiatives. In addition to working across all advisory committees, 4Culture partnered with eight organizations throughout the county to gain insight from the cultural practitioners they serve. In April 2024, 4Culture hosted a community convening for all field services partners involved in the development of the Field Services landscape scan to provide additional review and feedback.

Partner organizations for the early development of Countywide Initiatives includes:

- African American Writer's Alliance
- Centro Cultural Mexicano
- Festal
- King County Historic Preservation Program
- Maple Valley Arts Council
- Powerful Voices
- Wing Luke Museum YouthCAN
- yəhaw' Indigenous Creatives Collective

In 2025, 4Culture will run an open roster call to ensure we connect with as many field service providers in the county as possible. We will target grant outreach to known field service providers from the 2024 landscape scan and new providers, with an emphasis on communities often underfunded by 4Culture. Like our other programs, 4Culture will offer digital and non-digital engagement to assist potential applicants with understanding the program and technical assistance throughout the application process.

### **Public Benefit Reporting**

Recipients of Countywide Initiatives funding will report on how funding helped with implementation of capacity-building projects or activities to support cultural practitioners. Data collected will include:

- Number of programs and/or services provided



- Number/attendance for practitioners that participated in their organization’s programming and/or services
- Location of programming and/or services
- Number of partnerships between cultural organizations facilitated

## F. Launch

### Program and Allocation Summary

The Launch program is focused on new and emerging, Doors Open-eligible cultural or science organizations in King County, with a goal to ensure that all geographic areas of the county and all communities in the county have access to cultural experiences.

Launch will provide grants for start-up costs and multi-year operating support to new and emerging organizations, paired with capacity building and technical assistance. New organizations will have a pathway to receiving Sustained Support, which is only available to organizations

with a minimum 2-year operating history for heritage and preservation and 3-year operating history for arts. Organizations that have previously received Sustained Support but have had 501c3 status for less than 3 years and are hiring paid staff for the first time, can apply for a limited-time boost in operating support, along with capacity building services to enable their growth and stability.

An additional priority of this program is increasing access to cultural space, especially for organizations that have historically faced barriers to purchasing and stewarding cultural space. The Launch program will explore leveraging 4Culture’s existing capital programs, including Building for Equity Facilities and the Preservation Action Fund, to increase access to cultural space for new and emerging organizations.

### Program Criteria

The Doors Open Ordinance states:

"New or emerging cultural organization" means a cultural organization formed, and operating exclusively for exempt purposes, as a 501(c) (3) nonprofit no more than three years prior to seeking funding under the Door Open Program."

For the purposes of the Launch program, 4Culture further defines “**new organizations**” as Doors Open-eligible cultural or science organizations that are less than three years old and have not previously been awarded Sustained Support funding. New organizations that do not have 501c3 status may be fiscally sponsored, if the sponsor is a Doors Open-eligible 501c3 organization.

## Launch

**Estimated annual funding:** \$2.9 million

**Objective:** Ensure that all geographic areas of the county and all communities in the county have access to cultural experiences

**Strategies:** Grants for start-up costs and multi-year operating support to new and emerging organizations, paired with capacity building and technical assistance

**Key Reporting Metric:** Number of awards and total funding over time to new organizations by geography and discipline; Number of new organizations that gain eligibility to Sustained Support

**New collaborative ventures** among existing organizations are also eligible for funding as new organizations, but they must have a decision-making body and structure that is independent of the participating organizations.

For the purposes of the Launch program, 4Culture further defines “**emerging organizations**” as Doors Open-eligible cultural or science organizations that do not yet have 501c3 status or have had 501c3 status for less than three years, and are hiring paid, regular staff for the first time. Emerging organizations may have received Sustained Support previously.

The Launch Program will prioritize organizations based outside of Seattle, or in a [Community of Opportunity](#) (COO), or meeting other equity criteria, for funding and support.

Program criteria for selecting new and emerging organizations to be funded will be refined based on outreach and engagement taking place in 2024 and 2025 and are anticipated to include Quality and Qualifications; Impact and Public Benefit, Feasibility, and Advancing Equity.

### **Application, Panel, and Award process**

New Organization and Emerging Organization grant applications for start-up and operating support will be evaluated by panels of professionals in cultural sector fields, who represent all parts of King County, sizes of organizations, and different points of view. Each panel will come together to talk about the proposals and recommend funding for selected proposals to 4Culture’s Advisory Committees and Board based on the criteria outlined above. The 4Culture Board will approve the final list of awards.

Applicants will be notified of their awards after the Board gives final approval for funding. Program managers will work with each applicant to develop a Scope of Services and Public Benefit requirements for their grant contract. Grant contract terms will be 2-3 years, to help sustain new and emerging organizations until the next Sustained Support application round that they will be eligible for.

### **Engagement and Communications Plan**

4Culture will conduct an extensive outreach and engagement process beginning in 2024 and continuing into 2025. Priorities for this engagement include:

- Outreach will include opportunities for both digital and non-digital engagement
- Geographic reach of engagement will be countywide, with an emphasis on rural and underserved communities
- Language access will be prioritized based on 4Culture analysis of demographic data indicating communities that are underserved with cultural funding

Outreach and engagement for the Launch program will include technical support for the formation of new organizations, to help build a pipeline of applicants that will be competitive for New Organization grants.

### **Public Benefit Reporting**

Like Sustained Support recipients, New and Emerging organizations will report on the public benefit of their activities over the course of each year that they receive funding. This may include metrics such as visitation numbers, volunteer hours, or audiences served. The public benefit

reported by Launch-funded organizations can include capacity-building work that leads to growth in reach and impact. Public benefit can also include free and reduced cost programs and services that increase access to culture and science, especially for underserved communities.

## G. Outside of Seattle Program and Communities of Opportunity Program

Ensuring continued and expanded access to cultural facilities and cultural programming located in and serving economically and geographically underserved populations is a key objective of the Doors Open program and is long held value at 4Culture. Built into each of the six Doors Open programs is the requirement that the recipient organization provide Equity and/or Geographic Inclusion Benefits, in addition to the General Public Benefit requirement.

In addition, the ordinance sets aside funds to ensure that 25% of Doors Open program funding supports organizations outside of established cultural centers and that of all Doors Open funding, a minimum of 10% goes towards organizations in Communities of Opportunity or serving vulnerable populations.

Per the ordinance, the goals for this funding are:

1. Overcoming economic and geographic inequities that limit access to the arts, science, and heritage experiences by expanding access to programs and activities at cultural organizations in the county, such that audiences represent the diversity of the county;
2. Stronger relationships between local communities and cultural organizations that result in the creation of programs and activities that are mutually beneficial;
3. Making the boards, staff, and programming of cultural organizations more representative of the diversity existing within the county; and
4. Ensuring that the Doors Open Program distributes a total of at least one million dollars to cultural organizations in each county council district each year.

## Investments in Geographic Inclusion and Equity

4Culture recognizes that where an organization is based or provides its services, as well as the communities it serves, can affect access to funding and other resources. To take a step towards balancing these disparities, 4Culture will award additional funding to organizations that are based in parts of King County that are less served by other funding sources, and to organizations that specifically serve marginalized communities.

## Communities of Opportunity Composite Index Map

To identify the locations for equity investments, 4Culture leverages the [Communities of Opportunity Composite Index](#). This index is a publicly available research tool with data compiled by Public Health – Seattle & King County. This work stems from a partnership funded by Best Starts for Kids, King County, and the Seattle Foundation.

The COO Composite Index was first developed in 2012 and includes a set of indicators for different health and socioeconomic domains to examine their combined impact on community health and well-being.

4Culture has been using this Composite Index Map to help practice its equity investments since 2020.

### ***Outside of the City of Seattle***

Cultural organizations with a primary location outside of Seattle City limits will receive additional geographic equity funds. 25% of all Doors Open funding will be distributed to organizations outside the City of Seattle.

### ***Communities of Opportunity***

Organizations that are located in a Community of Opportunity are eligible for additional funds. The Communities of Opportunity (COO) index includes a set of health and socioeconomic indicators to gauge community health and well-being. 4Culture aligns our equity investments with the COO index to identify the areas of King County in greatest need of support. 10% of all Doors Open funding will be distributed to organizations located in a Community of Opportunity or serving one or more vulnerable populations

## **6. Measuring and Evaluating Doors Open Outcomes**

Doors Open gives 4Culture the opportunity to hire its first full-time Evaluator. This position was posted publicly in March 2024 and the new hire is expected to join by early summer 2024. The Evaluator will help 4Culture to improve its data collection, reporting, and reflection processes and will help ensure that Doors Open programs are accountable to the public.

Key reporting metrics listed for each program may be revised upon review by the Evaluator.

### **Timeline for Assessment Report**

4Culture plans to deliver the assessment report in 2029. This will provide time to gather and analyze data which will inform the Doors Open renewal process in 2030. Prior to the official Assessment Report, 4Culture will integrate Doors Open program reporting with its regular cycle of reporting on budget and funding activities to the Executive and the King County Council.

### **Assessment Report Requirements**

As required in the ordinance, 4Culture will develop an Assessment Report and reporting process that addresses the effectiveness of program funding. In developing this Report and reporting process, it will work with following groups:

- Qualified evaluation personnel
- Staff from cultural organizations
- King County cultural consumers
- School districts
- 4Culture staff
- 4Culture Board of Directors

Per the Ordinance, the Assessment Report will include:

- An overview of evaluation personnel, methodology, and practices
- Funding distribution data by council district and zip code
- Planned vs actuals for program allocations, year past and year ahead
- Data and findings on public benefit outcomes for King County residents

- Data and findings on Public School Cultural Access Program, broken down by council district and zip code, and by percentage of schools eligible for Doors Open transportation funding
- Data and findings on organizations located in and serving Communities of Opportunity
- Data and findings on capacity building and growth for organizations located and serving communities outside of Seattle
- Recommendations for future improvements or changes to Doors Open program processes, criteria, and reporting requirements

## 7. Appendices

### A. Itemization of Doors Open Start-Up Costs

Table reflects Doors Open expenditures incurred by 4Culture between December 5, 2023, and March 31, 2024.

Item	Cost	Note
Existing Staff – Doors Open time allocation	\$531,050	Employee allocation % range: 0% - 80%. Average time allocation 31%.
Indirect Costs - Occupancy/IT	\$134,705	Indirect costs parallel salary allocations; thus 31% of total allocable indirect costs
New staff	\$29,471	2024 Doors Open Project Director through 3/31
Consulting expenses	\$24,950	
Legal and accounting	\$17,817	
Other	\$7,753	Includes professional fees for design, outreach and marketing, and office equipment and supplies
<b>Total</b>	<b>\$745,746</b>	

### B. 2024 Board Directors

#### Staci Adman: Kenmore (District 1)

Staci is an artist who lives and creates in Kenmore, WA. She graduated from the University of Washington with a BFA in painting and now works in a wide variety of media. She has enjoyed sharing her love of art with children and youth for a couple of decades. She currently teaches adult glass and fiber classes at The Schack Art Center in Everett and her work is found in several local galleries. Staci had the honor of being a co-creator of the Kenmore Mural Project in Kenmore, WA in 2016 and has created several public art projects around Woodinville sponsored by the Woodinville Rotary's Peace Pole project.

#### Catherine Nueva España, Vice President: Seattle (District 4)

Catherine Nueva España is a consultant with experience in arts, design, and creative practices. She helps leaders recognize personal values and create a practice of sustaining collaborations. She has been interim executive director at On the Boards and EarthCorps, executive director at Velocity Dance Center, and a board member at Khambatta Dance Company. She serves as a board commissioner for ArtsWA and serves on a variety of grant panels. España received her BA from Wellesley College, and her MA in Dance Studies from the Trinity Laban Conservatoire in London.

### **Leanne Guier: Pacific (District 7)**

Leanne Guier is the retired mayor of Pacific, Washington, where she served from July 2013 until December 2023. Leanne has also worked as the Political Coordinator for the UA Plumbers and Pipefitters Local. She has served on a variety of King County Regional Committees, including Water Control, Transportation, Growth Management, and Flood Control. In 2019, she was elected President of the Sound Cities Association (SCA). Leanne also spearheaded construction of 3 War Memorial sites along the Interurban Trail.

### **Angie Hinojos: Redmond (District 3)**

Angie Hinojos is the Executive Director and co-founder of Centro Cultural Mexicano in Redmond. Angie is a Trustee for Cascadia College, and Chair of the Washington State Commission on Hispanic Affairs. She is a Public Artist and a passionate advocate for social and racial justice. She received a degree in Architecture from UC Berkeley and utilizes her experience with art and culture to strengthen community bonds. As a community organizer, Angie has focused on equity in education to increase access to higher education for underserved communities.

### **Khazm Kogita, Member-at-Large: Seattle (District 8)**

Khazm “King Khazm” Kogita is a multidisciplinary artist, music producer, and community organizer who's a prominent figure in the Hip-Hop community in Seattle and internationally. His work to unify and empower the communities is demonstrated through over 25 years of art and service. Khazm is Executive Director of 206 Zulu, a Seattle Disability Commissioner, a Here & Now Project Board Member, and Manager of Washington Hall.

### **Afua Kouyaté: Seattle (District 2)**

Afua Kouyaté is a teaching and performing artist specializing in cultural arts leadership, emphasizing therapeutic engagement. As the Executive Director of Adefua Cultural Education Workshop, she is viewed as one of Seattle’s treasures, a leader in the cultural arts sector, and dedicated to the community. Afua is renowned for building educational pathways for youth and families for African cultural experiences. Afua presents a full year of programming in the of study of arts, history, and culture.

### **Seth Margolis: Seattle (District 8)**

Seth Margolis is the Director of Education Operations for the Boeing Academy for STEM Learning at The Museum of Flight in Seattle and has worked at heritage organizations in the United States and Canada. He teaches museum education for the UW Graduate Program in Museology, serves on the advisory board for the Museum Studies Certificate Program, and is a member of the 4Culture Heritage Advisory Committee.

### **Frank Martin: Skykomish (District 3)**

Frank Martin is the managing principal of the Chain Companies and has been a recipient of a 4Culture Preservation grant to restore the Skykomish Theater into what is now known as Onemish Lodge, an extended stay basecamp in the heart of the Great Northern Corridor. Prior to Chain, Frank was a Senior Program Manager at Microsoft, Senior Project Manager for Investco Financial Corporation, and Construction Manager for a general contractor in Seattle.



### **Bryan Ohno: Kent (District 5)**

Bryan Ohno is the Director of Soos Creek Studio, a contemporary ceramic studio that creates sustainable use pottery, and trains the next generation of youth potters. Bryan's career has led him to direct two art galleries in Tokyo and Seattle. He was also the founding director of MadArt. Bryan previously served on 4Culture's Art Advisory Committee. Bryan received his Bachelor of Arts degree in Fine Arts from the University of Puget Sound. Bryan also serves on the Kent Arts Commission.

### **AC Petersen: Kirkland (District 6)**

AC Petersen has been choreographing and producing dance/theatre works since 1983. She is a volunteer book narrator at the Washington Talking Book and Braille Library and worked in communications and media relations with the UW Libraries. While at the Northwest Asian American Theatre, she worked with individual artists from Asia and Pacific Island regions in creating new interdisciplinary works. She was a founding co-editor of DanceNet, a publication for the region's dance community, from 1990-2000, and has a BA in Architecture from the University of Washington.

### **Natasha Rivers, Secretary: Renton (District 5)**

Natasha Rivers is the Senior Sustainability & Measurement Manager at BECU where she is developing a strategic framework around their social impact and commitment to philanthropy, diversity, equity, and inclusion. Natasha has served on the boards of the Seattle Children's Theatre, Seattle Urban League Young Professionals, and Treehouse for Kids. In 2022, Rivers was named one of Seattle's 40 Under 40 by the Puget Sound Business Journal. She is a Leadership Tomorrow alum and Partner with Social Venture Partners (SVP). Natasha earned her PhD in Geography from UCLA with a focus on contemporary sub-Saharan African migration.

### **Latha Sambamurti: Redmond (District 6)**

Latha Sambamurti is the producer and Artistic, Outreach and Development Director of several large-scale arts and culture festivals in Washington. She is an educator, trained musician, band leader, and winner of Kirkland Performance Center's You Rock award for community service. Sambamurti has been a Washington State Arts Commissioner and a Redmond Arts & Culture Commissioner/Chair. She serves as a board director for several state and regional cultural organizations. Sambamurti holds a master's degree in English Literature.

### **Steven Schindler, Treasurer: Issaquah (District 3)**

Steven Schindler is a partner with Perkins Coie, where he represents individuals and families in personal and estate planning strategies. His practice also includes working with individuals and groups to form charitable organizations and advising existing charitable organizations on a variety of legal and tax matters. He serves on several boards, including the Atlantic Street Center, End of Life Washington, and Powerful Schools, Inc, and is a member of the 2018 cohort of Leadership Tomorrow. Steven joined the 4Culture Finance Committee in 2020.



### **Neil Strege: Renton (District 9)**

Neil Strege is Vice President of the Washington Roundtable, a public policy research and advocacy group comprised of senior executives of major Washington state employers. Before joining the Roundtable, Neil worked at the King County Council and as a Member of Congress. He is a graduate of Washington State University and a lifelong resident of Washington State. Neil serves on the board of the YMCA Youth and Government program and is the Vice Chair of the Washington Research Council.

### **Eugenia Woo, President: Seattle (District 2)**

Eugenia parlayed a lifelong interest in architecture, history, cities, and communities into a career in historic preservation, serving as Historic Seattle's Director of Preservation Services since 2009. She develops and implements preservation policies and initiatives; provides technical assistance; engages in community outreach; and coordinates broad advocacy efforts. In 2022, Eugenia was honored with an Advocacy Award of Excellence from US Docomomo. Eugenia was a 4Culture Historic Preservation Advisory Committee member from 2015-2020, serves on the Governor's Advisory Council on Historic Preservation, and is a co-founder and current Treasurer of Docomomo US/WEWA.

### **Ex Officio Members**

- Councilmember Claudia Balducci, District 6
- Councilmember Teresa Mosqueda, District 8
- Councilmember Sarah Perry, District 3
- Brian J. Carter, 4Culture

## **C. 2024 Advisory Committee Members**

### **Arts**

#### **Amy Dukes, Issaquah (District 3)**

Amy Dukes is the Arts Program Administrator for the City of Issaquah. In this role, she oversees the community arts granting program, manages the public art program, contributes to policy development, participates in the Local Arts Agency Network, and serves as the liaison to the mayor-appointed Arts Commission. She has worked in the arts and philanthropic sectors since 1995 in the Seattle area, Southern CA, and NYC.

#### **Sudeshna Sen: Seattle (District 3)**

An Indian American filmmaker, Sudeshna grew up in India and Japan before moving to the United States for graduate school. Her films have premiered at SIFF, Outfest Los Angeles, New York Indian Film Festival, and Vancouver South Asian Film Festival. Sudeshna is a member of Alliance of Women Directors, Women in Film and serves on the board of Seattle International Film Festival.

### **Lauren Superville: Seattle (District 7)**

Born and raised in New Jersey, Lauren Superville is an Individual Giving Officer at Seattle Opera. Her background is in project coordination and creating and managing successful community events. She is leveraging her passion for relationship building by bringing together a wide range of stakeholders including staff, donors, and board members for the Opera's mid-level giving program.

### **Bryan Ohno: Kent (District 5)**

Bryan Ohno is the Director of Soos Creek Studio, a contemporary ceramic studio that creates sustainable use pottery, and trains the next generation of youth potters. Bryan's career has led him to direct two art galleries in Tokyo and Seattle. He was also the founding director of MadArt. Bryan previously served on 4Culture's Art Advisory Committee. Bryan received his Bachelor of Arts degree in Fine Arts from the University of Puget Sound. Bryan also serves on the Kent Arts Commission.

### **Jessica Ramirez: SeaTac (District 7)**

Jessica Ramirez is the Special Events and Volunteer Coordinator for the City of SeaTac, and participates in their Arts, Culture and Library Advisory Committee, which is the citizen advisory committee charged to advise the City Council on topics related to art and culture. In addition, Jessica represents City of SeaTac in the quarterly Local Arts Agency Network meetings.

## **Heritage**

### **Christina Arokiasamy: Kent (District 5)**

Born and raised in Kuala Lumpur, Malaysia, Christina Arokiasamy is renowned for her culinary skills, as a spice expert and as an award-winning cookbook author. She was Malaysia's first-ever official Food Ambassador to the United States and brings with her over 25 years of world class culinary expertise as a former chef of various Four Seasons Resorts throughout Southeast Asia. Christina is a passionate advocate for cultural heritage practitioners in King County.

### **Teofila "Teya" Cruz-Uribe: Burien (District 8)**

Teya is the Director of the Sea Mar Museum of Chicano/a/Latino/a Culture and the Health Center Administrator of the Sea Mar Adolescent Medical Clinic. Teya has an M.A. in Museology from the University of Washington's (UW) Museology Program, and an M.A.I.S. in Russian, Eastern European & Central Asian Studies from the Jackson School of International Studies at University of Washington.

### **Suzanne Greathouse: Kenmore (District 1)**

Suzanne Greathouse is the President of Kenmore Heritage Society and brings over 30 years of experience working with a broad spectrum of individuals, businesses, corporations, and universities. A Kenmore resident since 2014, Suzanne serves as a Bothell/Kenmore Chamber of Commerce Ambassador, Kenmore Planning Commissioner and is on the boards of the Northshore Senior Center and EvergreenHealth Foundation. Suzanne is focused on evolving the Heritage Society into a vibrant, inclusive, and fun organization.

### **Rachael McAlister: Auburn (District 7)**

Rachael McAlister is the Director of the White River Valley Museum in Auburn, WA. Before taking on the role of director in 2018 she served as the Museum's Curator of Education for seven years. She holds a Bachelor of Arts in Fine Art from Belmont University and a Master of Arts in Museum Studies from Johns Hopkins University. McAlister's work includes extensive arts and heritage programming, municipal leadership, strong cultural partnerships, energized and engaged staff, and a commitment to racial justice and equity.

### **Seth Margolis, Board Representative: Seattle (District 8)**

Seth Margolis is the Director of Education Operations for the Boeing Academy for STEM Learning at The Museum of Flight in Seattle and has worked at heritage organizations in the United States and Canada. He teaches museum education for the UW Graduate Program in Museology and serves on the advisory board for the Museum Studies Certificate Program.

### **Temi Odumosu: Seattle (District 2)**

Temi Odumosu is an interdisciplinary scholar and curator at the UW iSchool. Her research and curatorial work are engaged with the visual and affective politics of slavery and colonialism, race, and visual coding in popular culture, postmemorial art and performance, image ethics, and politics of cultural heritage digitization. Odumosu holds a Ph.D. and Master of Philosophy in art history from the University of Cambridge and contributes to a variety of international research networks and initiatives.

## **Historic Preservation**

### **Stefanie Barrera: Seattle (District 2)**

Stefanie Barrera is an architectural designer at SMR Architects focusing on affordable housing projects. While working on her Master of Architecture at the University of Washington, Stefanie interned for 4Culture's Beyond Integrity Group. Her interest in historic preservation emanates from a curiosity to learn about other cultures, and the connection between cultural significance and place.

### **Justin Ivy: Seattle (District 2)**

Justin Ivy is the owner of Heritage Art Glass, a Seattle-based stained and leaded glass studio specializing in repair, restoration, and new historic reproduction windows. Working with a wide array of clientele, from homeowner to developer to church board, he has been involved with projects in many of the Puget Sound region's historic structures.

### **Robyn Mah: Shoreline (District 1)**

Robyn Mah is a principal at I.L. Gross Structural Engineers and has made historic building rehabilitation a cornerstone of her career. Robyn's recent renovation and adaptive reuse projects include Mercy Magnuson Place (Building 9) at Magnuson Park and YWCA's 5th and Seneca Building in Seattle.

### **Frank Martin, Board Representative: Skykomish (District 3)**

Frank Martin is the managing principal of the Chain Companies and has been a recipient of a 4Culture Preservation grant to restore the Skykomish Theater into what is now known as Onemish Lodge, an extended stay basecamp in the heart of the Great Northern Corridor.

### **Dawn Moser: Auburn (District 7)**

Dawn Moser lives in south King County and is a gallery guide at the Washington State History Museum and a land use planner. Dawn has worked in land use planning and community development in Oregon, Washington, and Utah, engaging and informing community members about historic preservation.

### **Huy Pham: Seattle (District 8)**

As the Executive Director of APIAHiP: Asian & Pacific Islander Americans in Historic Preservation, Huy leads the national nonprofit organization in its mission to protect historic places and cultural resources significant to Asian and Pacific Islander Americans through historic preservation and heritage conservation. Huy is eager to continue his work collaborating with government agencies, nonprofit organizations, community members and groups, developers, stakeholders, and policymakers to apply a progressive preservation ethic to their work at the local, state, and national levels.

## **Public Art**

### **Sonia-Lynn Abenojar: Seattle (District 2)**

Sonia-Lynn Abenojar is co-founder of La Union Studio, an architectural and interior design studio based out of Seattle, Washington. Her interdisciplinary experience in urban planning and design, community engagement, and project management led her to a career in cultural placemaking and inclusive design. Abenojar is passionate about the built environment; she holds a BA in Architecture + Community Design from the University of San Francisco and a Master of City Planning degree from UC Berkeley.

### **Leo Saul Berk: Seattle (District 2)**

Leo Saul Berk is an artist who examines the transformative potential of exceptional architecture to positively shape our lives. He is a recipient of the Artist Trust Arts Innovator Award, Betty Bowen Award, and Distinguished Alumni Award, University of Washington. Berk has held solo exhibitions at the Frye Art Museum, Henry Art Gallery, Institute of Visual Arts at University of Wisconsin-Milwaukee, and Seattle Art Museum.

### **Kamari Bright: Seattle (District 4)**

With the goal of creating something that starts the process of healing, Kamari Bright is a multidisciplinary artist with works that have been received across the US, Greece, France, Mexico, Germany, & Canada. The 2022 Artist Trust Fellowship Award for Black Artists recipient is currently working on a manuscript connecting the influence of Christian folklore on present-day misogyny, and a videopoem extrapolating collective trauma and its connection to land stewardship.

### **Catherine Nueva España, Board Representative: Seattle (District 4)**

Catherine Nueva España is a consultant with experience in arts, design, and creative practices. She helps leaders recognize personal values and create a practice of sustaining collaborations. She has been interim executive director at On the Boards and EarthCorps, executive director at Velocity Dance Center, and a board member at Khambatta Dance Company. She serves as a board commissioner for ArtsWA and serves on a variety of grant panels. España received her BA from Wellesley College, and her MA in Dance Studies from the Trinity Laban Conservatoire in London.

### **Kate Fernandez: Seattle (District 2)**

Kate Fernandez is an artist, cultural producer, and educator. She currently works as the Director of Interpretation & Visitor Experience at the University of Washington's Burke Museum.

### **Tommy Gregory: SeaTac (District 5)**

Tommy Gregory is a practicing artist and the Sr. Manager and Curator for the Port of Seattle, where he oversees conservation, commissions, and acquisitions as well as temporary exhibitions at Seattle-Tacoma International Airport.

### **Philippe Hyojung Kim: Seattle (District 2)**

Philippe Hyojung Kim (he/him/they) is a Seattle-based artist, curator, and educator. He is a member of SOIL, a co-founder/curator of Specialist, a Fine Arts faculty member at Seattle Central College, and a curator for Washington State Arts Commission. Philippe grew up in a small town outside of Nashville, TN, and moved to Pacific Northwest in 2013. He currently lives and works in Seattle's North Beacon Hill neighborhood with his husband, Drew, and their dog, Jack.

### **Keith McPeters: Seattle (District 8)**

Keith McPeters is a Principal at GGN, a landscape architecture studio based in Seattle. A diverse design background allows Keith to merge architecture and landscape architecture with his interests in art, music, and history. His design advisor role at GGN involves him in the concept and design phases of many projects across the studio. He received his BS in Architecture and Master of Landscape Architecture degrees from the University of Virginia.

### **Science and Technology Working Group Participants**

- Derek Baker, Seattle Aquarium
- Jeff Bauknecht, Museum of Flight
- Stephanie Bohr, Woodland Park Zoo
- Kent Chapple, Oxbow Farm & Conservation Center
- Paul Chiocco, Pacific Science Center
- Gladis Clemente, Villa Comunitaria
- Jennifer Dumlao, Seattle Aquarium
- Kim Kotovic, Seattle Universal Math Museum
- Paul Meijer, Birds Connect Seattle
- Bianca Perla, Vashon Nature Center
- Grace Reamer, Friends of the Issaquah Salmon Hatchery
- Dana Riley Black, Museum of Flight

- Arthur Ross, Technology Access Foundation
- Kate Sorensen, Bellevue Botanical Garden Society
- Chloe Wightman, Girl Scouts of Western Washington
- Amy Zarlengo, Pacific Science Center

The Advisory Committee and Board Director Representative are in development.

**Doors Open Implementation Plan (2024-0236)**  
**King County Council Committee Review and Amendment Schedule**

As of August 23, 2024

Action	Committee/Council	Date	Amendment Deadlines
Introduction and referral	Full Council	August 20 <sup>th</sup>	
Discussion Only	COW	August 27 <sup>th</sup>	
Briefing	Special RPC	September 3 <sup>rd</sup>	
Discussion Only	COW	September 24 <sup>th</sup>	
Briefing	Special RPC	September 30 <sup>th</sup>	
<b>Hold for Discussion/Possible Action</b>	COW	October 21 <sup>st</sup>	Striker Direction to Staff: October 7 <sup>th</sup> COB
			Striker Distributed: October 14 <sup>th</sup> COB
			Line Amendment Direction to Staff: October 17 <sup>th</sup> noon
<b>Action</b>	COW	November 4 <sup>th</sup>	Striker Direction to Staff: October 21 <sup>st</sup> COB
			Striker Distributed: October 28 <sup>th</sup> COB
			Line Amendment Direction to Staff: October 30 <sup>th</sup> noon
<b>Action</b>	RPC	November 13 <sup>th</sup>	Striker Direction to Staff: November 5 <sup>th</sup> noon
			Striker Distributed: November 6 <sup>th</sup> COB
			Line Amendment Direction to Staff: November 8 <sup>th</sup> COB
<b>Final Action</b>	Full Council	November 26 <sup>th</sup>	



## King County

### Dow Constantine

King County Executive

401 Fifth Avenue, Suite 800  
Seattle, WA 98104-1818

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TTY Relay: 711

[www.kingcounty.gov](http://www.kingcounty.gov)

July 29, 2024

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

Dear Councilmember Upthegrove:

I am pleased to transmit a proposed Ordinance that would if enacted, approve the Doors Open cultural access program implementation plan as called for by Ordinance 19710, as well as govern the expenditure of the cultural access sales and use tax from 2024 through 2031 to achieve outcomes related to public and educational benefits and economic support for arts, science, and heritage organizations.

In December 2023, the King County Council passed Ordinance 19710, authorizing the creation of the King County Doors Open cultural access program. Ordinance 19710 requires the transmittal to the Council of an implementation plan that, once adopted, will govern the expenditure of the sales and use tax's proceeds until the tax expires in 2031.

The sales tax is expected to generate approximately \$741 million in revenue between 2024 and 2031, according to the King County Office of Economic and Financial Analysis's July 2024 forecast. The enclosed plan describes the forecasted expenditure of sales tax proceeds consistent with Ordinance 19710. It identifies and describes how the Doors Open program will utilize this funding to:

- enhance and extend the reach and offerings of cultural organizations;
- ensure continued and expanded access to cultural facilities and the programs of cultural organizations by underserved populations; and
- provide financial support for cultural organizations to continue and extend the numerous public benefits they provide.

The enclosed implementation plan further details the program priorities and processes for administering funding, and an assessment framework for how the program will measurably increase access to cultural offerings for King County residents and visitors, especially those living in underserved areas.



The Honorable Dave Upthegrove

July 29, 2024

Page 2

Thank you for your continued support of the Doors Open cultural access program.

If your staff have questions, please contact Brian Carter, Director, Executive Director of 4Culture, at 206-263-1586.

Sincerely,



for

Dow Constantine

King County Executive

Enclosure

cc: King County Councilmembers

ATTN: Stephanie Cirkovich, Chief of Staff

Melani Hay, Clerk of the Council

Karan Gill, Chief of Staff, Office of the Executive

Penny Lipsou, Council Relations Director, Office of the Executive

Dwight Dively, Director, Office of Performance, Strategy and Budget

Aaron Rubardt, Deputy Director, Office of Performance, Strategy and Budget

Brian Carter, Director, 4Culture

**2023-2024 FISCAL NOTE**

Ordinance/Motion:  
 Title: Doors Open Implementation Plan  
 Affected Agency and/or Agencies: 4Culture / PSB  
 Note Prepared By: Chris McGowan, Executive Analyst, Office of Performance, Strategy & Budget  
 Date Prepared: 7/9/2024  
 Note Reviewed By: Aaron Rubardt, Deputy Director, Office of Performance, Strategy & Budget  
 Date Reviewed: 7/25/2024

**Description of request:**

Implementation plan provides a framework for the Doors Open program.

**Revenue to:**

Agency	Fund Code	Revenue Source	2023-2024	2025	2026-2027
Cultural Development Authority	1160	Sales Tax	72,000,000	100,000,000	200,000,000
<b>TOTAL</b>			<b>72,000,000</b>	<b>100,000,000</b>	<b>200,000,000</b>

**Expenditures from:**

Agency	Fund Code	Department	2023-2024	2025	2026-2027
Cultural Development Authority	1160	4Culture	72,000,000	100,000,000	200,000,000
<b>TOTAL</b>			<b>72,000,000</b>	<b>100,000,000</b>	<b>200,000,000</b>

**Expenditures by Categories**

Expenditures <sup>2</sup>	Fund Code	Department	2023-2024	2025	2026-2027
4Culture Admin & Startup Costs	1160	4Culture	3,600,000	3,000,000	6,000,000
One-Time Operating Support Program	1160	4Culture	24,100,000	0	0
One-Time Capital Support Program	1160	4Culture	24,100,000	0	0
Public School Cultural Access	1160	4Culture	3,030,000	14,550,000	29,100,000
Launch	1160	4Culture	600,000	2,900,000	5,800,000
Building for Equity	1160	4Culture	2,020,000	9,700,000	19,400,000
Public Free Access	1160	4Culture	3,030,000	14,550,000	29,100,000
Sustained Support	1160	4Culture	10,100,000	48,500,000	97,000,000
Countywide Initiatives	1160	4Culture	1,420,000	6,800,000	13,600,000
<b>TOTAL</b>			<b>72,000,000</b>	<b>100,000,000</b>	<b>200,000,000</b>

**Does this legislation require a budget supplemental?** Yes, additional appropriation authority will be requested in another ordinance.

Notes and Assumptions:

<sup>1</sup> Budget authority for the Doors Open program is included in the 2023-2024 3rd Omnibus and will be included in the 2025 Proposed Budget. The Council has authorized the tax collection by ordinance in 2023. This legislation will have no direct fiscal impact but will guide the implementation of the program.

<sup>2</sup> Funding allocation includes 25% for programming or projects outside of Seattle and 10% programming in Communities of Opportunity or for vulnerable populations.

**Doors Open Implementation Plan-on-a-Page**

	2024 Doors Open Programs <sup>2</sup>		2025-2031: Doors Open <sup>3</sup>					
	Capital Facilities	Operating and Program Support	Sustained Support	Public School Cultural Access	Public Free Access	Building for Equity	Countywide Initiatives	Launch
<b>Estimated Annual Funding</b>	\$24.1M [Ord. 8.A.3.a]	\$24.1M [Ord. 8.A.3.a]	\$48.5M [Ord. 8.B.2.f]	\$14.6M [Ord. 8.B.2.a]	\$14.6M [Ord. 8.B.2.e]	\$9.7M [Ord. 8.B.2.d]	\$6.8M [Ord. 8.B.2.c]	\$2.9M [Ord. 8.B.2.b]
<b>Programming or projects outside Seattle<sup>4</sup></b>	Minimum of \$6M	Minimum of \$6M	Minimum of \$24.3M across all programs					
<b>Programming in Communities of Opportunity (COO) or for vulnerable populations<sup>5</sup></b>	Minimum of \$2.4M	Minimum of \$2.4M	Minimum of \$9.7M across all programs					
<b>Grant Cycle/Timeline</b>	One Time (first awards announced in December 2024)	One Time (first awards announced in December 2024)	Triennial	Annual	Annual	Annual	Annual	Annual
<b>Estimated Number of applicants</b>	175 to 225 projects	<ul style="list-style-type: none"> <li>Heritage: 90</li> <li>Preservation: 30</li> <li>Arts: 500</li> <li>Science and Tech: 80</li> </ul>	<ul style="list-style-type: none"> <li>Heritage: 90</li> <li>Preservation: 30</li> <li>Arts: 500</li> <li>Science and Tech: 80</li> </ul>	350 orgs across four disciplines	300 orgs across four disciplines	200 orgs across four disciplines	50 orgs across four disciplines	25-50 orgs across four disciplines
<b>Primary Program Objective</b>	Funding for building, remodeling, and buying specialized space that houses and facilitates cultural work	Funding to help organizations amplify their programming and support delivery of their mission	Help meet the ongoing needs of cultural organizations	Increase public school student access to cultural educational experiences	Increase access to cultural offerings	Support cultural building projects and create a pathway to equitable facilities funding	Support regional initiatives for cultural workforce development	Ensure that all areas and communities in the county have access to cultural experiences
<b>Key Program Features</b>	<ul style="list-style-type: none"> <li>Project size categories; goal to fund the top 10% to 20% in each category</li> <li>Prioritizes projects that can begin within two years</li> <li>Prioritizes greater % of project funding for projects under \$1M</li> <li>Cultural space contribution requirements for projects greater than \$10M</li> </ul>	<ul style="list-style-type: none"> <li>Low barrier application</li> <li>Panels by discipline</li> </ul>	<ul style="list-style-type: none"> <li>Provides multi-year funding (up to three years) for operations or programming</li> <li>Low barrier application</li> <li>Panels by discipline</li> </ul>	<ul style="list-style-type: none"> <li>Establishes central database</li> <li>Provides funding for cultural education offerings through programs at schools and cultural facilities</li> <li>Provides transportation funding for eligible school districts</li> <li>Helps schools and cultural organizations develop shared learning goals and a program plan</li> </ul>	<ul style="list-style-type: none"> <li>Provides multi-year funding</li> <li>Low barrier application</li> <li>Reimbursement to orgs for the cost of free and reduced programming</li> </ul>	<ul style="list-style-type: none"> <li>Provides multi-year funding</li> <li>Builds on Facilities and Capacity Building programs</li> <li>Adds equitable funding strategies to Equipment, Landmarks Capital, Emergency Capital programs</li> <li>Cultural space contribution requirements for eligible orgs</li> </ul>	<ul style="list-style-type: none"> <li>Multi-year project-based funding for orgs providing services for cultural practitioners</li> <li>Support for workforce and career development</li> </ul>	<ul style="list-style-type: none"> <li>Provides multi-year funding</li> <li>Start-up cost funding</li> <li>Multi-year operating support to new + emerging orgs</li> <li>Funding paired with capacity building + technical assistance</li> </ul>

<sup>2</sup> For the purposes of the Implementation Plan, 2024 Doors Open funding amounts assume a \$48.1M in revenue for 2024 grants. Actual revenues may be higher or lower. Not included in the 2024 Programs list is startup and administrative funding (2% and 3% of revenue, respectively).

<sup>3</sup> For the purposes of the Implementation Plan, 2025-2031 Doors Open funding is an estimated \$100M annual funding. This was the estimate presented and used during the ordinance process. Annual fund projections may be lower or higher. Not included in the 2025-2031 programs list is administrative funding which is up to 3% of revenue, annually).

<sup>4</sup> Programming for projects and programs outside Seattle is included in both the 2024 Doors Open program estimated annual funding and the 2025-2031 Doors Open programs estimated annual funding.

<sup>5</sup> Programming for COO and vulnerable population programming is included in both the 2024 Doors Open program estimated annual funding and the 2025-2031 Doors Open programs estimated annual funding.

	2024 Doors Open Programs <sup>2</sup>		2025-2031: Doors Open <sup>3</sup>					
	Capital Facilities	Operating and Program Support	Sustained Support	Public School Cultural Access	Public Free Access	Building for Equity	Countywide Initiatives	Launch
<b>Outreach and Engagement Highlights</b>	<ul style="list-style-type: none"> <li>Community Connectors (1:1 pre-submittal application support)</li> <li>Application workshops</li> <li>4Culture engagement and comms channels</li> </ul>	<ul style="list-style-type: none"> <li>Application workshops</li> <li>Strategic advertising</li> <li>4Culture engagement and comms channels</li> </ul>	<ul style="list-style-type: none"> <li>Application workshops</li> <li>Strategic advertising</li> <li>4Culture engagement and comms channels</li> </ul>	<ul style="list-style-type: none"> <li>Leverage 2024 stakeholder outreach</li> <li>PSESD touchpoints</li> <li>District and school outreach</li> <li>4Culture engagement and comms channels</li> </ul>	<ul style="list-style-type: none"> <li>Strategic advertising</li> <li>4Culture engagement and comms channels</li> </ul>	<ul style="list-style-type: none"> <li>Community Connectors</li> <li>Application workshops</li> <li>4Culture engagement and comms channels</li> </ul>	<ul style="list-style-type: none"> <li>Application workshops</li> <li>Strategic advertising</li> <li>4Culture engagement and comms channels</li> </ul>	<ul style="list-style-type: none"> <li>Community Connectors</li> <li>Strategic advertising</li> <li>4Culture engagement and comms channels</li> </ul>



**King County**

**Metropolitan King County Council  
Committee of the Whole**

**STAFF REPORT**

<b>Agenda Item:</b>	9	<b>Name:</b>	April Sanders and Wendy Soo Hoo
<b>Proposed No.:</b>	2024-0257	<b>Date:</b>	August 27, 2024

**SUBJECT**

A proposed ordinance authorizing the Executive to enter into an amended and restated interlocal agreement for the establishment of the King County Regional Homelessness Authority, jointly with the City of Seattle.

**SUMMARY**

Proposed Ordinance 2024-0257 would authorize the Executive to enter into an amended interlocal agreement with the City of Seattle for the establishment of the King County Regional Homelessness Authority. The original interlocal agreement was executed in 2019.

Among the noteworthy changes, the amended interlocal agreement would:

- Rename the Governing Committee as the Governing Board and modify the appointment of the three members representing Lived Experience so that one each is appointed by the City, County, and Sound Cities Association, respectively;
- Eliminate the 13-member Implementation Board, which recommends major plans, budgets, and funding allocations to the current Governing Committee; and
- Remove terms related to the initial start-up period.

The proposed ordinance was referred as a mandatory dual referral to the Committee of the Whole and then the Regional Policy Committee.

**BACKGROUND**

**Emergency Proclamation.**<sup>1</sup> In November 2015, Executive Dow Constantine and Mayor Ed Murray announced local proclamations of emergency due to homelessness and proposed new investments. The initial investment related to this proclamation between the two jurisdictions was \$2 million in additional funding to address root causes of homelessness.

<sup>1</sup> [Executive, Seattle Mayor declare emergencies, announce new investments to respond to homelessness - King County](#)

Executive Constantine's proclamation called for the federal and state governments to respond by investing in affordable housing, mental health treatment and addiction services. The proclamation also included specific actions that King County would take to combat homelessness, including securing at least 50 additional shelter beds in Seattle, providing 20 new housing vouchers for those exiting drug court, and increasing incentives for landlords to rent to veterans, among others.

**One Table.** In 2017, King County Executive Dow Constantine, Former Seattle Mayor Jenny Durkan, and Auburn Mayor Nancy Backus announced the formation of One Table, which they stated would assess the region's current response to homelessness, including root causes such as escalating home prices, inequality, and the need to expand mental health and addiction services. It would also work to scale up community-based and government programs that are successful.

One Table members developed specific recommendations regarding five root causes of the crisis, including: the lack of affordable housing region-wide; inadequate access to behavioral health treatment; negative impacts on youth involved in the child-welfare system; prior criminal justice involvement impacting the ability to gain housing and employment, and education and employment gaps making housing unattainable and unaffordable.

In May of 2018, Executive Constantine and former Mayor Durkan signed a Memorandum of Understanding (MOU) between the City of Seattle and King County to increase collaboration of homelessness services and set a path for governance reforms to better coordinate homeless investments region-wide.

In May 2018, the King County Auditor's Office released a report entitled: "Homeless Crisis Demands Unified, Accountable, Dynamic Regional Response." The Auditor's office determined that "Separate funding and contracting processes burden homeless housing providers, and funder autonomy slows programmatic changes that would respond to community needs." Further, they noted that "Despite its role as a coordinating body, All Home lacks the authority to unify local funders into an efficient and nimble crisis response system." The Auditor's Office recommended that, "DCHS work with All Home and local funders on a formal, binding process to align funding decisions, and that DCHS use [Coordinated Entry for All] data to identify improvements to the homeless system, reduce unsuccessful housing referrals, and address racial disparities in the system. [...And also] that DCHS work with All Home and local funders to ensure that [rapid re-housing (RRH)] move-in rates and the number of RRH enrollees evicted or moving out of King County are tracked."

Shortly after this report was released, King County and the City of Seattle signed an agreement to increase coordination of homeless services, planning, and reporting. The agreement also established the Homeless Services and Housing Governance Partnership between King County, Seattle, All Home, and regional partners to improve outcomes and accountability for the future.

According to the press release, former Mayor Jenny Durkan and Executive Constantine agreed to the following immediate action steps:

- Coordinate in advance on all Requests for Proposals (RFPs) related to homelessness from the signing of this MOU to 2020.
- Use joint contract language and joint monitoring of programs on all RFPs for the same time period.
- Develop system improvements to the regional Homeless Management Information System (HMIS) to align data, performance and evaluation efforts across the city and county, and engage regional partners and regional tech businesses on best practices for improving current data sharing and analytical tools. This effort builds on ongoing work to improve public-facing dashboards and reporting tools to allow the public and decision-makers to better track progress and outcomes for programs serving homeless populations.

The press release also stated that the MOU established the Homeless Services and Housing Governance Partnership consisting of City and County staff, All Home, and regional partners. The overarching goals of the partnership were to strengthen coordination, accountability, equity, and improve outcomes for people who are experiencing homelessness. The new governance partnership was to take on the following tasks:

- Review current homeless service systems and housing investments to identify existing service gaps and duplicative efforts between the County and the City.
- Set principles and outcomes that a new system governing homeless services and housing investments should address.
- Engage stakeholders to discuss desired revisions to the existing governing system to better serve persons who are homeless.
- Work with cities, providers and other regional partners to ensure coordinated investments provide a comprehensive network of services countywide.
- Study models governing public health, homeless services and housing investments in other U.S. cities to explore elements of alternate governance models that could be implemented here to achieve the desired outcomes.
- Establish shared budget priorities and joint planning efforts to meet the needs of King County and Seattle's homeless populations.
- By Dec.1, 2018, forward governance recommendations to the King County Executive and Mayor of Seattle regarding potential system revisions to increase the effectiveness, reach and efficiency of the countywide homelessness system.

**Ordinance 19039.** On December 11, 2019, the King County Council passed Ordinance 19039,<sup>2</sup> authorizing the Executive to enter into an interlocal agreement with the City of Seattle for the establishment of the King County Regional Homelessness Authority (KCRHA), with the mission to "significantly decrease the incidence of homelessness throughout King County, using equity and social justice principles."<sup>3</sup> On December 18, 2019, the City of Seattle enacted Ordinance 126021, which authorized the Mayor to enter into the interlocal agreement.

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<sup>2</sup> [King County - File #: 2019-0478](#)

<sup>3</sup> Interlocal Agreement for the Establishment of the King County Regional Homelessness Authority Between King County and the City of Seattle Pursuant to RCW 39.34.030, Article IV, Section 2

The KCRHA was established with the following purposes:

- Providing consolidated, aligned services for individuals and families who are experiencing homelessness or who are at imminent risk of experiencing homelessness in the jurisdictional boundaries of King County;
- Receiving revenues from King County, the city of Seattle, funders and other public and private sources for the purposes of the Authority, and applying such revenues; and
- Providing other services as determined to be necessary to implement the ILA.

The table below summarizes the key provisions in the ILA as adopted in Ordinance 19039, Attachment A.

**Table 1. Summary of Key Provisions of the Original ILA**

<b>Topic</b>	<b>Ordinance 19039</b>
<b>Form</b>	Separate governmental administrative agency through interlocal agreement (RCW 39.34.030)
<b>Term</b>	Five years with an automatic renewal starting in the sixth year for an indefinite period until terminated by the city and county
<b>Parties</b>	Seattle and King County; other jurisdictions may choose to be Subscribing Agencies
<b>Membership of Governing Committee</b>	12-member Governing Committee: <ul style="list-style-type: none"> <li>• 3 King County (Executive + 2 councilmembers)</li> <li>• 3 Seattle (Mayor + 2 councilmembers)</li> <li>• 3 SCA</li> <li>• 3 representing individuals with Lived Experience determined by Advisory Committee</li> </ul>
<b>Duties of Governing Committee &amp; Voting</b>	Governing Committee approves/amends major plans and budgets and confirm the Chief Executive Officer with an affirmative vote of two-thirds majority of those present with a required quorum of 9 members.  Governing Committee removes the Chief Executive Officer with an affirmative vote of 9 members.  Other actions, such as removing and confirming Implementation Board members, adopting bylaws, and approving a staffing plan, require an affirmative vote of a majority of those present with a required quorum of 9 members.
<b>Membership of Implementation Board</b>	13 members with additional required skills/expertise in youth services and child welfare provision.



<b>Topic</b>	<b>Ordinance 19039</b>
	<p>Initial and subsequent appointments:</p> <ul style="list-style-type: none"> <li>• 2 appointed by the Executive,</li> <li>• 2 by the County Council,</li> <li>• 2 by the Mayor,</li> <li>• 2 by the City Council,</li> <li>• 2 by the Sound Cities Association, and</li> <li>• 3 by the Advisory Committee</li> </ul> <p>Appointments are subject to confirmation by the Governing Committee</p>
<b>Duties of the Implementation Board</b>	<p>Implementation Board recommends major plans and budgets to the Governing Committee.</p> <p>Implementation Board develops an annual funding allocation report, including sources and distribution of funding across program types and across cities, towns, and unincorporated areas.</p>
<b>Chief Executive Officer</b>	<p>Chief Executive Officer is jointly recruited by the Implementation Board and Governing Committee.</p> <p>Chief Executive Officer is recommended by the Implementation Board for confirmation by the Governing Committee.</p> <p>Implementation Board is required to conduct regular performance evaluations of the Chief Executive Officer</p> <p>Chief Executive Officer is required to annually present an overview of the proposed annual budget and performance against performance metrics to the Seattle City Council and King County Council (including the Regional Policy Committee)</p>
<b>Taxing Authority</b>	<p>Authority is prohibited from issuing debt or levying taxes.</p>
<b>Performance Audit</b>	<p>Required after six years.</p>
<b>Ombuds</b>	<p>An Office of the Ombuds is required by the ILA, with the allowance that the Authority may contract for ombuds services through Seattle or King County.</p>
<b>Five-Year Plan</b>	<p>The ILA requires the adoption of a Five-Year Plan.</p> <p>The Plan is required to formalize the Sub-Regional planning processes and ensure they are developed in consultation with the Governing Committee, the Advisory Committee, and the Sound Cities Association.</p>

The Interlocal Agreement to form the King County Regional Homelessness Authority was effectuated on December 18, 2019.

**Five-Year Plan (2023-2028)**<sup>4</sup>. On June 1, 2023, the Governing Committee unanimously adopted KCRHA’s initial Five-Year Plan. Article IV, Section 4 of the ILA required the development of a Five-Year Plan within the first 18 months of operations and was to include the following: a theory of change; specific, measurable actions, outcomes, and goals informed by the Regional Action Plan; and sub-regional planning activities.

The Five-Year Plan laid out the following theory of change:

*“If we create a homelessness response system that centers people who have lived experience of homelessness, then we will be able to focus on responding to needs and eliminating inequities, in order to end homelessness for all.”*

The key elements of the plan focus on unifying and coordinating funding and policy; improving system-wide efficiency, effectiveness, and accountability; and investing in policies and programs with proven outcomes. Actions, outcomes, and goals are organized by activities to be completed in Year 1 (*Build the Infrastructure*), Years 2 and 3 (*Planning and Executing System Re-Bid*), and Years 4 and 5 (*System Impacts and Continuous Improvement*). A summary of each action item can be found beginning on page 29 of the Five-Year Plan. Key actions related to sub-regional planning efforts were placed on the Years 1 to 2 timeframe.

**KCRHA Governance Subcommittee.** The Governing Committee formed the Governance Review Subcommittee on July 20, 2023, to convene and develop a set of recommendations for immediate and medium-term steps that can be taken to improve KCRHA’s oversight and accountability structure and support effective agency operations. Preliminary findings were presented to the Governing Committee at its December 2023 meeting. No final findings or recommendations have been released.

The chart below overviews the preliminary findings of the Governance Subcommittee.<sup>5</sup>

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<sup>4</sup> [FINAL-KCRHA-Five-Year-Plan-6.1.23.pdf](#)

<sup>5</sup> Chart taken from the Governing Committee Packet, December 2023

**Table 2. Governance Subcommittee Findings**

Theme	Details
<p><b>1. Strengthen Current Governance Structure</b></p>	<ul style="list-style-type: none"> <li>• Greater clarity on role and responsibilities of the IB and GC, e.g., budget, policy, service delivery, HR, etc.</li> <li>• Greater clarity around role of members representing Lived Experience (LE)</li> <li>• Clarity around how CoC Advisory Committee intersects with the IB and GC.</li> <li>• Identification of areas where KCRHA should have autonomy in decision making.</li> <li>• Greater transparency and accountability for all parties (IB, GC, KCRHA leadership and staff)</li> </ul>
<p><b>2. Increase Meaningful Input and Decision Making with Better IB/GC Supports</b></p>	<ul style="list-style-type: none"> <li>• More time and space for substantive discussions.</li> <li>• More detailed information delivered to IB/GC with regular form and cadence.</li> <li>• Clear work plan and calendar of meeting agendas, issues, and decision points.</li> <li>• Greater clarity on other interlocal agreements/subregion discussions.</li> </ul>
<p><b>3. Improve Understanding of KCRHA's Work</b></p>	<ul style="list-style-type: none"> <li>• Clarity around KCRHA goals and work plans.</li> <li>• Greater understanding of internal decision-making process (policy, funding, employment)</li> <li>• Provide IB members who do not work in the homelessness field with sufficient information on the systems they are being asked to make decisions on.</li> <li>• More frequent updates to avoid surprises, e.g., late contracts, programs ending</li> </ul>
<p><b>4. Improve Policy and Program Alignment</b></p>	<ul style="list-style-type: none"> <li>• Stronger coordination between staff from different jurisdictions and KCRHA staff.</li> <li>• Understanding between jurisdictions on program policies and practices (ex: severe winter shelters).</li> <li>• Clear goals for bringing additional resources to the organization (funding, land for shelters/safe lots)</li> </ul>

**ANALYSIS**

Proposed Ordinance 2024-0257 would authorize the Executive to enter into an amended interlocal agreement with the City of Seattle for the establishment of the King County Regional Homelessness Authority. The original interlocal agreement was executed in 2019.

Among the noteworthy changes, the amended interlocal agreement would:

- Rename the Governing Committee as the Governing Board and modify the appointment of the three members representing Lived Experience so that one each is appointed by the City, County, and Sound Cities Association, respectively;
- Eliminate the 13-member Implementation Board, which recommends major plans, budgets, and funding allocations to the current Governing Committee; and
- Remove terms related to the initial start-up period.

Council staff analysis is ongoing.

**Schedule.** The proposed ordinance was referred as a mandatory dual referral to the Committee of the Whole and then the Regional Policy Committee and the schedule below has been agreed upon by the chairs.

**Table 3. Anticipated Schedule for Deliberations on Amended Interlocal Agreement (Proposed Ordinance 2024-0257)**

<b>Action</b>	<b>Committee/ Council</b>	<b>Date</b>
Submitted to Clerk	n/a	August 15 <sup>th</sup> (Thursday)
Introduction and referral	Full Council	August 20 <sup>th</sup>
Discussion Only	COW	August 27 <sup>th</sup>
Briefing	Special RPC	September 3 <sup>rd</sup>
<b>Action</b>	COW	September 24 <sup>th</sup>
<b>Action</b>	Special RPC	September 30 <sup>th</sup>
<b>Final Action</b>	Full Council	October 8 <sup>th</sup> (expedited) or October 15 <sup>th</sup> (regular course)

**INVITED**

- Shannon Braddock, Deputy Executive, Executive’s Office
- Calli Knight, Director of Strategic Initiatives and Partnerships, Executive’s Office
- Kate Baber, Director of Strategic Partnerships for Department of Community and Human Services
- Penny Lipsou, Director of Council Relations, Executive’s Office

**ATTACHMENTS**

1. Proposed Ordinance 2024-0257 (and its attachment)
2. Transmittal Letter
3. Fiscal Note



**KING COUNTY**

1200 King County Courthouse  
516 Third Avenue  
Seattle, WA 98104

**Signature Report**

**Ordinance**

**Proposed No.** 2024-0257.1

**Sponsors** Balducci

1           AN ORDINANCE authorizing the executive to execute the  
2           amended and restated interlocal agreement for the  
3           establishment of the King County Regional Homelessness  
4           Authority, a joint or cooperative undertaking with the city  
5           of Seattle and with such public agencies as are eligible  
6           under the terms of the interlocal agreement and applicable  
7           law.

8 ..Body

9           STATEMENT OF FACTS:

- 10           1. The federal and state government, King County, and jurisdictions  
11           across the county, including the city of Seattle, currently fund programs to  
12           provide services to individuals and families experiencing homelessness,  
13           but homelessness and housing insecurity remain chronic and serious  
14           problems.
- 15           2. King County and the city of Seattle signed a memorandum of  
16           understanding on May 3, 2018, proposing a partnership to more  
17           effectively and consistently coordinate their provision of such services.
- 18           3. Cities and counties are authorized to enter into interlocal cooperation  
19           agreements in accordance with chapter 39.34 RCW, the Interlocal  
20           Cooperation Act, to jointly provide services.

21           4. King County and the city of Seattle determined that a joint and  
22           cooperative undertaking to coordinate services within an equitable  
23           operational framework centering on people with lived experience of  
24           homelessness will enable and facilitate joint planning, program funding  
25           and establishing of standards for and accountability of programs, thereby  
26           improving the delivery of services and enhancing outcomes for those  
27           receiving such services.

28           5. People of color have been, and continue to be, overrepresented among  
29           those who struggle with homelessness and housing instability and, in order  
30           to successfully address homelessness, the city of Seattle and King County  
31           seek to address the racial disparities among those experiencing it.

32           6. On December 17, 2019, King County enacted Ordinance 19039  
33           authorizing the executive to execute an interlocal agreement for the  
34           establishment of the King County Regional Homelessness Authority ("the  
35           authority").

36           7. On December 18, 2019, the city of Seattle enacted Ordinance 126021,  
37           authorizing the mayor of the city of Seattle to execute an interlocal  
38           agreement for the establishment of the authority.

39           8. The city of Seattle and King County entered into an interlocal  
40           agreement for the establishment of the King County Regional  
41           Homelessness Authority, effective December 18, 2019.

42           9. The authority serves a key role in rendering homelessness in King  
43           County rare, brief, and nonrecurring.

44           10. With the original interlocal agreement having been in effect for nearly  
45           five years, the city of Seattle and King County have determined that  
46           changes are desired, including streamlining the governance structure to  
47           improve oversight and accountability, and making other changes to clarify  
48           roles, responsibilities, and processes, with the overall goal of facilitating  
49           the effective delivery and coordination of services for individuals  
50           experiencing homelessness.

51           BE IT ORDAINED BY THE COUNCIL OF KING COUNTY:

52           SECTION 1. The executive is authorized to execute the amended and restated  
53           interlocal agreement, substantially in the form of Attachment A to this ordinance, for the  
54           establishment of the King County Regional Homelessness Authority, a joint or  
55           cooperative undertaking with the city of Seattle and with other such public agencies that  
56           are eligible under the terms of the interlocal agreement and applicable law.

57           SECTION 2. All county officials, and their agents and representatives, are hereby  
58           authorized and directed to undertake all action necessary or desirable to carry out the

59 terms of, and complete the transactions contemplated by, this ordinance. All acts taken  
60 under the authority of this ordinance but before its effective date are hereby ratified.

KING COUNTY COUNCIL  
KING COUNTY, WASHINGTON

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Dave Upthegrove, Chair

ATTEST:

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Melani Pedroza, Clerk of the Council

APPROVED this \_\_\_\_ day of \_\_\_\_\_, \_\_\_\_.

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Dow Constantine, County Executive

**Attachments:** A. Amended and Restated Interlocal Agreement for the Establishment of the King County Regional Homelessness Authority Between King County and the City of Seattle Pursuant to RCW 39.34.030





**AMENDED AND RESTATED INTERLOCAL AGREEMENT FOR THE  
ESTABLISHMENT OF THE KING COUNTY REGIONAL  
HOMELESSNESS AUTHORITY BETWEEN KING COUNTY AND  
THE CITY OF SEATTLE PURSUANT TO RCW 39.34.030**

**Amended and Restated DATE**

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**AMENDED AND RESTATED INTERLOCAL AGREEMENT FOR THE  
ESTABLISHMENT  
OF THE KING COUNTY REGIONAL HOMELESSNESS AUTHORITY**

**AMENDED AND RESTATED DATE**

This Amended and Restated Interlocal Agreement (“Agreement”) for the Establishment of the King County Regional Homelessness Authority is between The City of Seattle, a first class city of the State of Washington (“Seattle”) and King County (the “County”), the largest urban County of the State of Washington.

**RECITALS:**

WHEREAS, the federal and state government, the County and jurisdictions across the County, including Seattle, currently fund programs to provide services to individuals and families experiencing homelessness, but homelessness and housing insecurity remain chronic and serious problems; and

WHEREAS, the County and Seattle entered into a Memorandum of Understanding on May 3, 2018, proposing a partnership to more effectively and consistently coordinate their provision of such services; and

WHEREAS, cities and counties are authorized to enter into interlocal cooperation agreements in accordance with chapter 39.34 RCW (the “Interlocal Cooperation Act”) to jointly provide services; and

WHEREAS, Seattle and the County determined that a joint and cooperative undertaking to coordinate services within an equitable operational framework centering on people with lived experience of homelessness will enable and facilitate joint planning, program funding and establishing standards for and accountability of programs, thereby improving the delivery of services and enhancing outcomes for those receiving such services; and

WHEREAS, people of color have been, and continue to be, overrepresented among those who struggle with homelessness and housing instability and, in order to successfully address homelessness, Seattle and the County seek to address the racial disparities among those experiencing it; and

WHEREAS, Seattle and the County entered into the Interlocal Agreement for the Establishment of the King County Regional Homelessness Authority (“Authority”), effective December 18, 2019 (the “Original ILA”); and

WHEREAS, the Authority serves a key role in rendering homelessness in King County rare, brief, and non-recurring; and

WHEREAS, with the Original ILA having been in effect for nearly five years, Seattle and the County have determined that changes are desired, including streamlining the governance

structure to improve oversight and accountability and making other changes to clarify roles, responsibilities, and processes, with the overall goal of facilitating the effective delivery and coordination of services for individuals experiencing homelessness.

NOW THEREFORE, it is hereby agreed and covenanted among the undersigned as follows:

## ARTICLE I

### DEFINITIONS

As used herein the following capitalized terms shall have the following meanings. Terms not otherwise defined herein shall have their dictionary meaning.

“Advisory Committee” means the committee serving as the Continuum of Care Board created by the Continuum of Care pursuant to 24 CFR Part 578 or its successor regulation and recognized by the Governing Board to serve in an advisory capacity to the Governing Board as set forth herein.

“Annual Budget” means the Authority’s annual budget, approved by the Governing Board, inclusive of all committed and anticipated fund sources, for the most current or upcoming calendar year.

“Amendment Effective Date” is the date when the Amended and Restated Agreement is effective, which shall be the date of the last signature of a Party.

“Agreement” means the Original ILA (defined in the Recitals) as amended and restated herein.

“Authority” means the King County Regional Homelessness Authority formed by the Parties as a separate governmental administrative agency pursuant to RCW 39.34.030(3).

“Bylaws” mean the Bylaws of the Governing Board, as they may be amended from time to time.

“Chief Executive Officer” means the Chief Executive Officer confirmed by the Governing Board as provided herein.

“Contract Holder” means an entity with which the Authority contracts to perform a Homeless Service or other work.

“Continuum of Care” or “CoC” means the Federal Department of Housing and Urban Development’s Continuum of Care Program (24 CFR 578) as amended by the Homeless Emergency Assistance and Rapid Transition to Housing Act and related requirements and responsibilities.

“County” means King County, a municipal corporation and a home rule charter county organized under the laws of the State of Washington.

“County Council” means the legislative authority of the County.

“County Executive” means the King County Executive.

“Customers” means individuals and families experiencing homelessness or who are at

imminent risk of experiencing homelessness.

“Five-Year Plan” means the five-year implementation plan developed by the Authority and approved by the Governing Board on June 1, 2023, as amended or replaced by any successor plan the Governing Board approves to guide long-term planning efforts.

“Funder” means a person or entity that provides Resources to the Authority to be used in the furtherance of the Authority’s purposes and mission.

“Funding Request” means the budget that the Authority submits to each Party for consideration for the following fiscal year.

“Governing Board” means the board established pursuant to this Agreement to serve as the governing and oversight body for the Authority.

“Governing Board Member(s)” or “Member(s) of the Governing Board” shall mean individuals appointed to the Governing Board.

“Governing Committee” means the oversight committee established pursuant to Article VIII of the Original ILA that served as the administrator for the Authority during the Original ILA’s term.

“Homeless Services” means programs that serve Customers’ immediate needs related to homelessness and housing instability, such as congregate and non-congregate shelter, hygiene centers, diversion programs, rapid rehousing programs, safe parking, including for recreational vehicles, and transitional housing.

“Homeless Services Provider” means an entity that provides Homeless Services to Customers.

“Implementation Board” means the body responsible for advising the Governing Committee pursuant to the Original ILA.

“Interlocal Cooperation Act” means chapter 39.34 RCW as the same now exists or may hereafter be amended, or any successor act or acts.

“Lived Experience” means current or past experience of housing instability or homelessness, including individuals who have accessed or sought homeless services while fleeing domestic violence and other unsafe situations.

“Master Services Agreement” means the contract between the Authority and a Party that memorializes the services the Authority will provide in exchange for the Party’s funding of the Authority or other consideration.

“Original ILA” is defined in the Recitals.

“Policies and Plans” means 1) major strategic documents which identify goals, strategies, or actions that drive and inform the Authority’s major bodies of work; including but not limited to



the Five-Year Plan, sub-regional plans and annual workplans; 2) performance metrics used to assess agency, provider, and system performance; 3) a course of action that substantially changes the Authority’s delivery of Homeless Services, including major changes in procurement policies that may lead to significant shifts in the types and availability of services provided.

“Party” or “Party to this Agreement” means the County and Seattle individually. “Parties” means the County and Seattle collectively.

“RCW” means the Revised Code of Washington.

“Resources” means those monies, employee time and facility space provided by an entity, either through contract or donation to support the operation of the Authority or the operation of Homeless Services.

“SCA” means the Sound Cities Association or successor interest.

“Seattle” means the City of Seattle, a municipal corporation and first-class home rule city organized under the laws of the State of Washington.

“Seattle City Council” means the legislative authority of Seattle.

“Seattle Mayor” means the Mayor of Seattle.

“State” means the State of Washington.

“Sub-Regional Planning Activity” means efforts to analyze and articulate local needs, priorities and solutions to address homelessness across the different areas of the County, inclusive of Seattle and north, east, south, and rural King County.

“Subscribing Agencies” means governmental entities, including but not limited to the State, counties other than King County, cities other than Seattle and housing authorities that contract, pursuant to the terms of this Agreement, with the Authority for the Authority’s services.

## ARTICLE II

### AUTHORITY FOR KING COUNTY REGIONAL HOMELESSNESS AUTHORITY

#### **Section 1. King County Regional Homelessness Authority.**

In accordance with RCW 39.34.030, this Agreement is entered into by and between Seattle and the County to establish a separate governmental administrative agency to accomplish the purpose and mission set forth herein and as this Agreement may be amended from time to time. The name of such agency shall be the “King County Regional Homelessness Authority” (the “Authority”). The Authority is a public agency formed pursuant to this Agreement and Interlocal Cooperation Act for the purposes set forth herein.

## ARTICLE III

### DURATION OF AUTHORITY

**Section 1. Term of Agreement.** This Agreement was first effective on December 18, 2019, for an initial duration of five years and the term continues in effect for an indefinite period until terminated by either Party.

**Section 2. Termination.** Either Party may terminate this Agreement by an authorizing resolution or motion of its legislative body that is delivered to the other Party, with a copy to the Authority. The effective date of the termination shall not be less than 12 months from the date that the County’s motion or Seattle’s resolution has been delivered to the other Party, with a copy to the Authority, unless the Mayor of Seattle and King County Executive jointly agree that termination can and should occur more quickly. The Parties shall jointly undertake the dissolution of the Authority to protect the public interest and prevent impairment of obligation, or if authorized by law, authorize or initiate proceedings in the Superior Court for the appointment and supervision of a receiver for such purposes.

## ARTICLE IV

### PURPOSE, MISSION, SCOPE OF WORK, AND GUIDING PRINCIPLES OF THE AUTHORITY

**Section 1. Purpose.** The Authority is a separate governmental administrative agency under RCW 39.34.030, the purposes of which are:

- a. Administering funding for consolidated, aligned homelessness services for individuals and families who are experiencing homelessness or who are at imminent risk of experiencing homelessness in the jurisdictional boundaries of King County;
- b. Receiving Resources from the County, Seattle, Funders and other public, federal, non-profit and other private sources for the purposes of the Authority, and applying such Resources as permitted by this Agreement; and
- c. Providing such other services as determined to be necessary to implement this Agreement.

**Section 2. Mission.** Administering effective, performance-based Homeless Services to support a high-functioning homelessness crisis response system to significantly decrease the incidence of unsheltered homelessness across King County using equity and social justice principles.

**Section 3. Scope of Work.** The focus and scope of the Authority's work will encompass the following activities:

- a. Administer contracts for Homeless Services programs that are in keeping with Policies and Plans adopted by the Governing Board and Authority funding, that support providing consolidated, aligned services for individuals and families who are experiencing homelessness or who are at imminent risk of experiencing homelessness in King County.
- b. Conduct competitive procurement processes for Homeless Services.
- c. Improve the delivery and coordination of Homeless Services, including through development of performance outcomes, standardized contract terms, strategic use of data, providing training to Homeless Service providers, and building the capacity of Homeless Service providers to implement best practices and service improvements.
- d. Develop severe weather policies and administer severe weather responses for people experiencing homelessness, including contracts for seasonal weather shelters.
- e. Serve as the Continuum of Care Lead Entity, as long as designated as such, which includes:
  - i. Administering the Coordinated Entry System,
  - ii. Coordinating the regular Continuum of Care application to the Department of Housing and Urban Development,
  - iii. Administering the Homelessness Management Information System (HMIS),
  - iv. Administering Continuum of Care contracts, as applicable, and
  - v. Conducting the Point in Time Count.
- f. Collect, evaluate and report on data regarding the performance of homelessness programs and the homelessness system as a whole; standardize the collection of data to

- facilitate reporting.
- g. Lead and implement Sub-Regional Planning activities in consultation with the various cities within each of the sub-regions, along with input from the Governing Board, and the Sound Cities Association as appropriate.
  - h. Maintain an Office of the Ombuds (see Article IX, Section 6 for more detail).
  - i. Implement the Five-Year Plan, or successor plans.
  - j. Other responsibilities as approved by the Governing Board, including through the adoption of Policies and Plans and acceptance of new funding.
  - k. The Authority's role related to the provision of permanent housing shall be limited to those activities for which it is responsible in its role as COC Lead Entity and other activities the Governing Board has provided the Authority approval to explicitly contract for with Funders.

**Section 4. Guiding Principles.** The Parties agree that the establishment of the Authority is necessary to consolidate funding and contracts for homelessness crisis response under one regional entity that acts according to the following principles, as may be amended by the Governing Board from time to time:

(i) The Authority shall establish ongoing procedures, policies and mechanisms to ensure accountability to its Customers, its contract agencies, its Funders, and the public.

(ii) The Authority shall be accountable in its decision-making processes and strategic planning to its Customers' experiences and to persons with Lived Experience.

(iii) The Authority shall proactively address racial-ethnic and other statistical disproportionalities amongst the population of people experiencing homelessness, such as, but not limited to, racism, ableism, homophobia, and other forms of inequities in the development, delivery, and evaluation of services in the homeless service system.

(iv) The Authority shall make data-driven decisions and develop policies and practices to incorporate best practices and quantitative and qualitative data in the development of policies, programs, and funding decisions. It shall collect and analyze a broad array of data reflecting the performance and impact of its funded programs. The Authority shall collect and analyze data that enables tailored approaches for communities disproportionately impacted by the experience of homelessness and different sub-regions within King County. The Authority shall establish community-informed indicators, performance measures, and outcomes that draw on both quantitative and qualitative data.

(v) The Authority shall support continuous improvement of key systems and evaluate community impact, including community engagement, Customer engagement, Continuum of Care compliance, and an Office of the Ombuds.

(vi) The Authority shall advance equity and social justice in its processes, policies, and outcomes by proactively seeking to eliminate racial-ethnic disproportionalities and other statistically disproportionate inequities in the population experiencing homelessness and to eliminate disparities in outcomes for people experiencing homelessness. The Authority shall establish and operate under an equity-based decision-making framework to inform its policy recommendations to the Governing Board, business process, and funding decisions. This equity-

based decision-making framework shall provide for inclusion of Customers of the service system in decisions that will affect them; specify a framework for examining policy and making recommendations to the Governing Board, business process, and funding decisions with an explicit equity and racial justice analysis; and shall make recommendations to the Governing Board on how to measure, evaluate, and respond to the impact of its decision-making on its goals of advancing equity. This framework shall be informed by people with Lived Experience and be approved by the Governing Board of the Authority.

(vii) The Authority shall, where possible and as revenue and budgeting allows, implement and support contracting processes and provider staff pay structures that promote high quality services, service system professionalization, and reduction of undue provider staff turnover.

(viii) The Authority will be guided by housing first and other approaches consistent with research, best practices and innovation and that address the individual needs of those experiencing homelessness, including but not limited to comprehensive substance use disorder treatment, recovery housing, and behavioral health services.

(ix) The Authority shall value distinctions in local context, needs and priorities through effective Sub-Regional Planning Activities. The Authority shall provide capacity to work with stakeholders from geographically diverse parts of the region to analyze, identify, and implement priority services distinct to those sub-regions. Sub-regions shall be defined by the Governing Board, taking into consideration established sub-regional definitions including the spheres of influence for A Regional Coalition for Housing (ARCH) and the South King Housing and Homeless Partners (SKHHP) as well as any established County guidance.

(x) When appropriate, the Authority shall solicit feedback from contracted Homeless Service Providers to help inform decision-making processes, strategic planning, and efforts to improve the delivery and coordination of Homeless Services.

## ARTICLE V

### POWERS OF AUTHORITY

**Section 1. Powers.** Except as otherwise limited by Washington State law, the Authority shall have all powers, privileges or authority that may be exercised or capable of exercise by both the County and Seattle necessary or convenient to effect the purposes for which the Authority is established and to perform authorized Authority functions, including without limitation the power to:

- a. Own, lease, acquire, dispose of, exchange and sell real and personal property;
- b. Contract for any Authority purpose with individuals, associations and corporations, municipal corporations, the County, Seattle, any city other than Seattle, any Additional Party, any agency of the State or its political subdivisions, and the State, any Indian Tribe, and the United States or any agency or department thereof;
- c. Provide for, carry out, and implement the provisions of this Agreement;
- d. Sue and be sued in its name;
- e. Lend its monies, property, credit or services, or borrow money;
- f. Do anything a natural person may do;
- g. Perform and undertake all manner and type of community services and activities in furtherance of the carrying out of the purposes or objectives of any program or project heretofore or hereafter funded in whole or in part with funds received from the United States, state, county, or other political entity, or any agency or department thereof, or any other program or project, whether or not funded with such funds, which the Authority is authorized to undertake by Federal or Washington State law, County or Seattle ordinance, County motion or Seattle resolution, by agreement with the County, Seattle, or as may otherwise be authorized by the County or Seattle;
- h. Transfer any funds, real or personal property, property interests, or services, with or without consideration;
- i. Receive and administer governmental or private property, funds, goods, or services for any lawful public purpose;
- j. Purchase, acquire, lease, exchange, mortgage, encumber, improve, use, manage, or otherwise transfer or grant security interests in real or personal property or any interests therein; grant or acquire options on real and personal property; and contract regarding the income or receipts from real property;

- k.** Secure financial assistance, including funds from the United States, a state, or any political subdivision or agency of either for Authority projects and activities;
- l.** Contract for, lease, and accept transfers, gifts or loans of funds or property from the United States, a state, and any political subdivision or agency of either, including property acquired by any such governmental unit through the exercise of its power of eminent domain, and from corporations, associations, individuals or any other source, and to comply with the terms and conditions therefore;
- m.** Manage, on behalf of the United States, a state, and any political subdivision or agency of either, any property acquired by such entity through gift, purchase, construction, lease, assignment, default, or exercise of the power of eminent domain;
- n.** Initiate, carry out, and complete such capital improvements of benefit to the public consistent with this Agreement;
- o.** Recommend to the United States, a state, and any political subdivision or agency of any of them, such security measures as the Authority may deem appropriate to maximize the public interest in the County;
- p.** Provide advisory, consultative, training, educational, and community services or advice to individuals, associations, corporations, or governmental agencies, with or without charge;
- q.** Control the use and disposition of Authority property, assets, and credit;
- r.** Invest and reinvest its monies;
- s.** Fix and collect charges for services rendered or to be rendered, and establish the consideration for property transferred;
- t.** Maintain books and records as appropriate for the conduct of its affairs and make such books and records available as required by law and this Agreement;
- u.** Carry on its operations, and use its property as allowed by law and consistent with this Agreement; designate agents, and hire employees, prescribing their duties, qualifications, and compensation; and secure the services of consultants for professional services, technical assistance, or advice; and
- v.** Exercise and enjoy such additional powers as may be authorized by law, except as may be expressly limited by the terms of this Agreement.

## ARTICLE VI

### LIMITS ON AUTHORITY POWERS

**Section 1. Limits on Authority Powers.** The Authority in all activities and transactions shall be limited in the following respects:

- (i) The Authority shall have no power to issue debt or to levy taxes.
- (ii) The Authority may not incur or create any liability that permits recourse by any contracting party or member of the public against any assets, services, Resources, or credit of the County or Seattle, unless otherwise explicitly agreed to in writing by such Party.
- (iii) No funds, assets, or property of the Authority shall be used for any partisan political activity or to further the election or defeat of any candidate for public office; nor shall any funds or a substantial part of the activities of the Authority be used for publicity or educational purposes designed to support or defeat legislation pending before the Congress of the United States, or any state legislature or any governing body of any political entity; provided, however, that funds may be used for representatives and staff of the Authority to communicate with governmental entities and members of Congress of the United States or any state legislature or any governing body of any political entity concerning funding and other matters directly affecting the Authority, so long as such activities do not constitute a substantial part of the Authority's activities and unless such activities are specifically limited in this Agreement.
- (iv) All revenues, assets, or credit of the Authority shall be applied toward or expended upon services, projects, and activities authorized by this Agreement. No part of the revenues, assets or credit of the Authority shall inure to the benefit of, or be distributable as such to, Governing Board Members, members of the Advisory Committee or other committees, officers or other private persons, except that the Authority is authorized and empowered to:
  - (i) Provide a per diem to Governing Board Members if Members request compensation because serving on the Governing Board presents a financial hardship.
  - (ii) Reimburse Governing Board Members, members of the Advisory Committee or other committee, and employees and others performing services for the Authority for reasonable expenses actually incurred in performing their duties, and compensate employees and others performing services for the Authority a reasonable amount for services rendered;
  - (iii) Assist Governing Board Members, members of the Advisory Committee or other committee, or employees as members of a general class of persons who receive services provided by or through the Authority as long as no special privileges or treatment accrues to such Governing Board Members, members of the Advisory Committee or other committee or employees by reason of their status or position in the Authority;



(iv) To the extent permitted by law, defend and indemnify any current or former Governing Board Members or employees as provided herein;

(v) Purchase insurance to protect and hold personally harmless any former Implementation Board members, former Governing Committee members, current or former Governing Board Members, or employees and their successors from any action, claim, or proceeding instituted against the foregoing individuals arising out of the performance, in good faith, of duties for, or employment with, the Authority during the applicable time periods of their performance and to hold these individuals harmless from any expenses connected with the defense, settlement, or monetary judgments from such actions, claims, or proceedings. The purchase of such insurance and its policy limits shall be discretionary with the Governing Board, and such insurance shall not be considered to be compensation to the insured individuals. The powers conferred by this Section 1.iv.v. of Article VI shall not be exclusive of any other powers conferred by law to purchase liability insurance; and

(vi) Sell assets for a consideration greater than their reasonable market value or acquisition costs, charge more for services than the expense of providing them, or otherwise secure an increment in a transaction, or carry out any other transaction or activity, as long as such gain is not the object or purpose of the Authority's transactions or activities, and such gain shall be applied to providing Homeless Services, and as long as no Party is charged more than its total annual or biennial allocation as provided in this Agreement.

(vii) The Authority shall not issue shares of stock, pay dividends, make private distribution of assets, make loans to its Governing Board Members, committee members, or employees or otherwise engage in business for private gain.

## **Section 2. Limitation on Liability.**

All debts, obligations and liabilities incurred by the Authority shall be satisfied exclusively from the assets and properties of the Authority and no creditor or other person shall have any right of action against the County, Seattle, Funders or any other public or private entity or agency on account of any debts, obligations, or liabilities of the Authority unless explicitly agreed to in writing by the County, Seattle, Funders or such entity or agency.

## **Section 3. Mandatory Disclaimer.**

The following disclaimer shall be posted in a prominent place where the public may readily see it in the Authority's principal and other offices. It shall also be printed or stamped on all contracts and other documents that may entail any debt or liability by the Authority. Failure to display, print or stamp the statement required by this Section 3 of Article VI shall not be taken as creating any liability for any entity other than the Authority.

The King County Regional Homelessness Authority (the “Authority”) is a separate governmental administrative agency created pursuant to an Interlocal Agreement between King County and the City of Seattle pursuant to RCW 39.34.030. All liabilities incurred by the Authority shall be satisfied exclusively from the assets and properties of the Authority and no creditor or other person shall have any right of action against King County, the City of Seattle, or any other public or private entity or agency on account of any debts, obligations, or liabilities of the Authority unless explicitly agreed to in writing by such entity or agency.

## **ARTICLE VII BUDGETING AND CONTRACTING**

### **Section 1. Provision of Funds.**

(a) The Authority shall annually submit a Funding Request to each of the Parties. Funding Requests shall be made by the Authority to the Parties at the time and in the form as determined to be necessary to comply with the fiscal and budget cycles of the individual Party and that is consistent with the annual budget instructions issued by each Party’s Executive branch. Parties shall provide monies to the Authority subject to the terms of each Party’s Master Services Agreement, the additional provisions in this Article VII, Section 1, and subject to each Party’s appropriation authority.

(b) The Authority shall present its Funding Requests to each Party as described in Section 1a to the Governing Board for review prior to submitting it to each Party.

(c) The Authority shall submit an Annual Budget to the Governing Board for review and adoption. The Authority’s Annual Budget shall be consistent with the funding appropriated by each Party in its adopted budget and any other applicable restrictions. The Governing Board should strive to approve the Authority’s Annual Budget for the coming fiscal year in advance of the fiscal year effective date but shall approve the Annual Budget no later than January 31 of the fiscal year in question. The Governing Board may provide further direction on additional information needed and the preferred form, level of detail, and timing of receipt.

(d) It is Seattle’s intent to provide at least the same level of funding to the Authority that it budgeted in 2019 for the Homeless Services contracts anticipated to be transferred to the Authority and related administrative expenses, subject to annual budget appropriations. In 2019 that amount was approximately \$73,000,000. Seattle’s funding shall be reduced to the extent Seattle directly pays for programs and administration.

(e) It is the County’s intent to provide at least the same level of funding to the Authority that it budgeted in 2019 for the Homeless Services contracts anticipated to be transferred to the Authority and related administrative expenses, subject to annual budget appropriations. In 2019 that amount was approximately \$55,000,000. In accordance with the foregoing, the County anticipates providing the following to the Authority, in all cases subject to budget appropriations.

i. The County agrees to make facilities available to the Authority for Authority

operations. The County's funding to the Authority in Section 1.e of this Article VII shall include the value of County space contributed by the County to the Authority.

- ii. The County's funding in Section 1.e of this Article VII shall be reduced to the extent the County directly pays for programs and administration.
- f. The Parties will enter into separate Master Services Agreements with the Authority setting forth each Party's respective processes and requirements to provide Resources or other consideration to the Authority pursuant to the terms and conditions set forth herein and in the Party's Master Services Agreement with the Authority. The Parties will collaborate so that, to the extent possible, their Master Services Agreements have similar and consistent terms, conditions, and requirements so as to reduce inefficiencies and avoid any conflicting requirements for the Authority. The terms of the Master Agreements shall be consistent with this Agreement; in the event of a conflict between a Master Agreement and this Agreement, the terms of this Agreement shall prevail.
- g. The Parties will use their best efforts to coordinate the development of their respective Master Agreements to ensure consistency and that the Authority will be provided adequate Resources to optimize the provision of Homeless Services with appropriate accountability.
- h. If the Authority applies for and receives Resources which had, in prior years, been accredited to either Seattle or King County, then: (1) in future years, the amount of such monies shall be credited towards the allocations as defined in Section 1d and 1e of this Article VII, respectively, and (2) the Authority shall give first priority to providing services to those persons who were previously served by such monies.
- i. Seattle or the County may reduce their expected funding, set forth in Sections 1d and 1e of this Article VII respectively, commensurate with reductions or eliminations of funding available for homelessness programs or services, by providing written notice to the Authority and executing a unilateral amendment to the affected Party's Master Services Agreement.
- j. The Authority shall comply with all Federal, State, Seattle and County statutory and legal requirements, as applicable, in respect to all grant funds contributed by each Party.
- k. The Authority shall be subject to annual audits by the State Auditor, and by Seattle and the County at the option of each.

**Section 2. Information Required for Oversight of the Authority.** Each of the Master Agreements shall include provisions obligating the Authority to provide the following minimum information to each Party:

- (a) An annual operating budget displaying the various sources and uses of Authority revenues, with expenditures aggregated and disaggregated based on source;
- (b) Quarterly reporting on expenditures against budget, as well as full transparency into on-going spending provided by access to the Authority's financial systems;
- (c) Standards and procedures for the awarding of contracts to service providers,

including means to measure outcomes;

(d) Annual reports showing comparative outcomes by service providers and evaluations of contract performance;

(e) Monthly reporting on cashflow projections when Authority cash balance becomes negative for two consecutive months or more.

(f) An annual performance update on the Five-Year Plan or successor planning document.

**Section 3. Subscribing Agency Service Contracts for the Provision of Homeless Services.**

Subject to Board approval as needed under Article XI, Section 1, nothing herein shall prohibit the Authority from entering into contracts with Subscribing Agencies (“Subscribing Agency Contracts”) so long as (i) such contracts are subject to the availability of grant or other funding, (ii) upon request, copies of such contracts be provided to a Party, and (iii) such Subscribing Agency Contracts do not impair the obligations of the Authority to any Party or any other contractors. In consideration for the Authority providing such Homeless Services to a Subscribing Agency, that Subscribing Agency shall either provide Resources to the Authority or align the Subscribing Agency’s provision of related services consistent with the Authority’s budget, the Five-Year Plan or successor planning document, and the Authority’s Policies and Plans as approved by the Governing Board. The Authority shall fund and provide services across the County regardless of whether a local jurisdiction is a Subscribing Agency to this Agreement.

**ARTICLE VIII**

**ORGANIZATION OF AUTHORITY**

**Section 1. Governing Board.** As of the Amendment Effective Date, the Implementation Board and Governing Committee created under the Original ILA are superseded and replaced by a Governing Board comprised of elected officials serving ex officio and other members representing individuals with Lived Experience, as described in this Article. The Governing Board shall act as the governing and oversight body for the Authority and shall have the powers set out in this Agreement.

**a. Governing Board Composition.** The Governing Board shall be composed of the following members:

- i. The County Executive;
- ii. Two (2) members of the King County Council. One (1) of the two (2) Councilmembers shall represent a district that is in whole or in part located in Seattle and one (1) shall represent a district outside of Seattle;
- iii. Seattle Mayor;
- iv. Two (2) members of the Seattle City Council;

- v. Three (3) members who shall be elected officials from cities or towns other than Seattle and will be appointed by the Sound Cities Association; and
- vi. Three (3) members representing individuals with Lived Experience. The City of Seattle, King County, and Sound Cities Association shall each appoint one member with Lived Experience. Each of these members should possess demonstrable expertise, experience, and/or skill in one or more of the areas specified below:
  - a. Implementation of policies and practices that promote racial-ethnic equity within an organization of similar size and responsibility to the Authority
  - b. Fiscal oversight of entities with budgets of similar size to the Authority
  - c. Direction or oversight of business operations and/or strategy of a large public or private entity or organization
  - d. Federal Continuum of Care program governance and operations
  - e. Provision of services for persons experiencing homelessness or related social services with an emphasis on serving populations disproportionately represented among those experiencing homelessness
  - f. Academic research on topics related to homelessness and/or performance evaluation

The elected members of the Governing Committee established under the Original ILA shall serve as members of the Governing Board until their existing respective terms end. The members who represented individuals with Lived Experience on the Governing Committee under the Original ILA shall continue serving as members on the Governing Board until the respective appointments are made by the City of Seattle, King County, and Sound Cities Association.

When future Governing Board members are selected, each respective bloc referenced above in this Section 1a of Article VIII shall notify the other blocs of the names and contact information for that bloc's selected members. Notice to the County shall be sent to both the County Executive and the Chair of the County Council. Notice to Seattle shall be sent to both the Seattle Mayor and the president of the Seattle City Council. Notice to SCA shall be sent to the SCA Executive Director.

- b. Transition Matters. All prior actions of the Governing Committee and Implementation Board, including but not limited to the adoption of the Five-Year Plan, shall remain valid and in force until they expire by their nature or until superseded or repealed by the Governing Board. The Implementation Board may continue to meet through the end of 2024 and may, in its discretion, provide the Governing Board with a final report. The indemnification provisions under Article VIII, Section 3 of the Original ILA shall continue in effect with respect to Governing Committee and Implementation Board members for the duration of any applicable statute of limitations period.

## **Section 2: Powers and Authority of the Governing Board**

The Governing Board is responsible for setting strategic policy direction for the Authority, providing fiscal oversight, and ensuring the Authority is making adequate progress in fulfilling its mission. The powers and authority of the Governing Board include:

- i. Approving or amending of:
  - Policies and Plans, as defined in Article I
  - Annual Budgets, including staffing and organizational structure
  - New or expanded initiatives and programs
- ii. Approving and monitoring performance metrics and monitoring and evaluating the performance of the Homeless Services system and Homeless Services programs funded by the Authority, and directing changes as needed to improve performance.
- iii. Providing fiduciary oversight, including through:
  - a. Annual review of year-end financial reports,
  - b. Monitoring of year-to-date financials reports at least quarterly, and
  - c. Acceptance of all public and private funding contracts.
- iv. Monitoring the Authority's progress on the timely implementation of goals and key deliverables associated with Policies and Plans, including review of an annual work plan that contains projects and activities to be undertaken during the budget period;
- v. Staying apprised of significant staffing and organizational changes.
- vi. Ensuring the Authority has effective leadership in place by conducting an annual Chief Executive Officer (CEO) performance evaluation based on well-defined and mutually agreed upon performance expectations, overseeing CEO hiring and termination processes, establishing a process for determining an appropriate compensation package, and implementing other actions as needed to fulfill these obligations.
- vii. Approving policies and procedures for competitive procurement of services, including but not limited to policies concerning the allocation of funding across program types and across cities, towns, and unincorporated areas in King County. This includes any re-procurement of services across the system or within a major service category.
- viii. Approving policies and procedures for oversight of major expenditures and other transactions, to include but not be limited to delegation of contracting authority to the CEO and the minimum standards for procurement of goods, services and property.
- ix. Regularly receiving and reviewing information from the Authority, in its capacity as the CoC Lead Entity, on issues such as Coordinated Entry performance and success in receiving CoC funds.
- x. Providing direction to the CEO to initiate conversations with the CoC Board or HUD if changes are needed to improve performance in areas related to the CoC.

- xi. Consulting with CEO on labor parameters for the negotiation of any labor agreements with specifics provided for in Board by-laws as needed.

The Governing Board may reasonably expect and request Authority staff to provide information necessary to ensure it can carry out these powers and authority. The Governing Board may delegate discrete powers and authorities to subcommittees as described in bylaws or by resolution. The Governing Board may elect to delegate discrete powers and authorities under subsection ii, iv, vii and ix of this Section 2 to the CEO.

**Section 3: Actions Requiring Approval by Resolution and Voting.** A general or particular authorization and concurrence of the Governing Board by resolution shall be necessary for any of actions specified elsewhere in this Agreement and as provided in Section 3 of this Article VIII.

Each individual Governing Board Member shall be a voting member and shall have one vote. A Governing Board Member may not split his or her vote on an issue. No voting by proxies or mail-in ballot is allowed. Voting by a designated alternate pursuant to the terms of the Bylaws or policies of the Authority is not considered a vote by proxy.

- i. The following actions of the Governing Board shall require an affirmative vote of a majority of Governing Board Members present, provided quorum requirements in Section 4 of this Article VIII are met:
  - a. Recommend to the County Council and Seattle City Council amendments to this Agreement;
  - b. Adopt and amend Bylaws of the Governing Board;
  - c. Approve performance metrics;
  - d. Approve an annual workplan for the Authority;
  - e. Approve new or revised sub-regional plans;
  - f. Change the name of the Authority;
  - g. Accept or convey an interest in real estate, except for i) lien releases or ii) satisfactions of a mortgage after payment has been received, or iii) the execution of a lease for a current term less than one (1) year;
  - h. To the extent permitted by State law, accept donation of money, property or other assets belonging to the Authority;
  - i. Adopt internal policies and procedures for oversight of major expenditures and other transactions;
  - j. Approve labor agreement for Authority staff.
- ii. The following actions shall require an affirmative vote of a two-thirds majority of Governing Board Members present, provided quorum requirements in Section 4 of this Article VIII are met:
  - a. Approve or amend Policies and Plans;
  - b. Approve or amend the Annual Budget;
  - c. Confirm the Chief Executive Officer.
- iii. Removal of the Chief Executive Officer shall require an affirmative vote of nine (9)

Members of the Governing Board.

#### Section 4: Organization

- i. **Officers.** Members of the Governing Board shall elect officers as provided under Article IX.
- ii. **Quorum.** At all meetings of the Governing Board, a quorum of the Governing Board must be present to do business on any issue. A quorum shall be defined as nine (9) members.
- iii. **Term.** The terms of the Seattle Mayor and the County Executive shall be co-terminus with their respective offices. The County Council and Seattle City Council shall determine which of its respective members shall serve on the Governing Board and such Members shall serve until replaced or until no longer a member of their respective Council. The Governing Board Members that are city elected officials from outside Seattle are appointed by the SCA and shall serve until replaced or until no longer eligible for appointment. The Governing Board Members representing individuals with Lived Experience shall serve for up to twenty-four months or as further defined in Governing Board by-laws.
- iv. **Consecutive Absences.** Any Governing Board Member who is absent for three consecutive regular meetings without excuse may, by resolution duly adopted by a majority vote of the remaining Governing Board Members, be deemed to have forfeited his or her position as Governing Board Member and that Member's position shall be vacant.
- v. **Forfeiting a Governing Board Member Position.** Pursuant to this Section 4 of Article VIII, forfeiture of a governing board membership position shall be effective immediately unless otherwise provided in the resolution. Any successor shall be selected in the same manner as the appointment for the forfeited Governing Board Member position.

#### Section 5. Right to Indemnification.

Each person who was, or is threatened to be made a party to or is otherwise involved (including, without limitation, as a witness) in any actual or threatened action, suit, or proceeding, whether civil, criminal, administrative, or investigative, by reason of the fact that he or she is or was a Governing Board Member or employee of the Authority acting within the course and scope of carrying out duties under this Agreement, whether the basis of such proceeding is alleged action in an official capacity as a director, trustee, officer, employee, or agent, or in any other capacity relating to the Authority, shall be indemnified and held harmless by the Authority to the full extent permitted by applicable law as then in effect, against all expense, liability and loss (including attorneys' fees, judgments, fines and amounts to be paid in settlement) actually and reasonably incurred or suffered by such person in connection therewith, and such indemnification shall continue as to a person who has ceased to be in such position and shall inure to the benefit of his or



her heirs, executors and administrators; provided, however, that except as provided in this Section 5 of Article VIII with respect to proceedings seeking to enforce rights to indemnification, the Authority shall indemnify any such person seeking indemnification in connection with a proceeding (or part thereof) initiated by such person only if such proceeding (or part thereof) was authorized by the Governing Board; provided, further, the right to indemnification conferred in this Section 5 of Article VIII shall be a contract right and shall include the right to be paid by the Authority the expenses incurred in defending any such proceeding in advance of its final disposition; provided, however, that the payment of such expenses in advance of the final disposition of a proceeding shall be made only upon delivery to the Authority of an undertaking, by or on behalf of such person, to repay all amounts so advanced if it shall ultimately be determined that such person is not entitled to be indemnified under this Section 5 of Article VIII or otherwise.

Provided, further, that the foregoing indemnity may not apply, at the discretion of the Authority, to any person from or on account of:

- a. Acts or omissions of such person finally adjudged to be reckless misconduct, intentional misconduct or a knowing violation of law; or
- b. Any transaction with respect to which it was finally adjudged that such person personally received a benefit in money, property, or services to which such person was not legally entitled.

If a claim under this Section 5 of Article VIII is not paid in full by the Authority within sixty (60) days after a written claim from a person indemnified under this Section has been received by the Authority, except in the case of a claim for expenses incurred in defending a proceeding in advance of its final disposition, in which case the applicable period shall be twenty (20) days, the claimant may at any time thereafter bring suit against the Authority to recover the unpaid amount of the claim and, to the extent successful in whole or in part, the claimant shall be entitled to be paid also the expense of prosecuting such claim. The claimant shall be presumed to be entitled to indemnification under this Section 5 of Article VIII upon submission of a written claim from a third-party that on its face is covered by Authority's indemnification obligation (and, in an action brought to enforce a claim for expenses incurred in defending any proceeding in advance of its final disposition, where the required undertaking has been tendered to the Authority), and thereafter the Authority shall have the burden of proof to overcome the presumption that the claimant is so entitled. Neither the failure of the Authority (including the Governing Board or independent legal counsel) to have made a determination prior to the commencement of such action that indemnification of or reimbursement or advancement of expenses to the claimant is proper nor a determination by the Authority (including its Governing Board Members or independent legal counsel) that the claimant is not entitled to indemnification or to the reimbursement or advancement of expenses shall be a defense to the action or create a presumption that the claimant is not so entitled.

The right of indemnification and the payment of expenses incurred in defending a proceeding in advance of its final disposition conferred in this Section 5 of Article VIII shall not be exclusive of any other right which any person may have or hereafter acquire under any statute, provision of this Agreement, Bylaws, any other agreement or otherwise.

The Authority shall maintain in full force and effect public liability insurance in an amount sufficient to cover potential claims for bodily injury, death or disability and for property damage,

which may arise from or be related to projects and activities of the Authority and its Governing Board Members, staff and employees.

## **Section 6. Conduct; Code of Ethics.**

Governing Board Members, members of the Advisory Committee or other committee and employees of the Authority shall conduct themselves in accordance with all applicable laws, including but not limited to, chapter 42.23 RCW (the “Code of Ethics for Municipal Officers”), chapter 42.30 RCW (the “Open Public Meetings Act”), and this Agreement and policies of the Authority.

All letters, memoranda and electronic communications or information (including email) that relate to conduct of the Authority or the performance of any Authority function may be public records subject to disclosure under chapter 42.56 RCW (the “Washington Public Records Act”). In the event that the Authority or any Governing Board Member or any member of the Advisory Committee or other committee receives a request for such records, the Governing Board Member or any member of the Advisory Committee or other committee shall immediately provide the request to the public records officer of the Authority, and assist the public records officer in responding to the request.

Governing Board Members and members of the Advisory Committee or other committee shall respect the confidentiality requirements regarding personnel, real estate transactions, proprietary matters, and attorney-client privileged communications, including those requirements listed herein and any other confidential information that is gained through their positions with the Authority. The Authority, rather than any individual, is the holder of these privileges and protections and only the Authority may elect to waive any such privileges or protections.

Any Governing Board Member, member of the Advisory Committee or other committee or Authority employee who has an actual or potential interest, or whose immediate family member (spouse, partner, child, sibling, or parent) has an interest, in any matter before the Governing Board that would tend to prejudice his or her actions shall so publicly indicate according to the policies and procedures of the Authority. In such case any such individual shall recuse and refrain from voting upon and any manner of participation with respect to the matter in question so as to avoid any actual or potential conflict of interest. This requirement shall be in addition to all requirements under the Code of Ethics for Municipal Officers.

Governing Board Members, members of the Advisory Committee or other committee and employees of the Authority shall each submit an annual disclosure statement that requires the disclosure of any ownership or property or employment/affiliation with any party contracting with the Authority or providing services with the Authority. Any Governing Board Member and member of the Advisory Committee or other committee with such ownership interest, employment or affiliation shall recuse him or herself from participating in discussions, deliberations, preliminary negotiations, and votes if such property or employment/affiliation is directly benefiting from such action.

Notwithstanding anything herein to the contrary, the prohibition on conflicts of interest shall not apply to or otherwise prohibit a Governing Board Member from serving on the Board or voting on matters if such Member receives generally the same interest or benefits as are being made available

or provided to a group or class of low-income, homeless or formerly homeless persons intended to be the beneficiaries of the services provided by or through the Authority. To ensure a diversity of representation on the Advisory Committee or other committee, nothing herein shall prevent members of such bodies for whom service may be a financial hardship from receiving a stipend consistent with the stipend policies of similarly situated public and nonprofit boards.

## ARTICLE IX

### OFFICERS OF AUTHORITY; STAFFING

#### **Section 1. Officers.**

The Governing Board Members shall elect from among themselves persons to serve in the following Board offices: Chairperson and Vice Chairperson. The Governing Board Members may also create the offices of a Treasurer and Secretary which may be filled by Board Members, Authority employees or a Party's employee on loan to the Authority. In all cases the Chairperson and the Treasurer may not be the same person, and the Chairperson and the Vice Chairperson may not be the same person. The term of any officer shall expire one year after the officer is elected, or at such time as such officer's membership on the Board ceases or terminates, whichever is sooner. The Governing Board may, under this Agreement, adopt Bylaws providing for additional officers, and, to the extent not inconsistent with this Agreement, may adopt Bylaws governing the offices and tenure of officers; the number of positions, powers and duties, and term of each office; the manner of appointment, selection, or election of office holders and the appointing, selecting, or electing authority; performance of duties of the office upon illness, death, incapacity, or absence of the officer; the filling of vacancies; and any qualification for the office and conditions upon exercising its powers. Nothing prevents the Governing Board from appointing Co-Chairpersons or combining the offices of Chairperson and Vice Chairperson into co-chairs.

#### **Section 2. Duties of Officers.**

The officers shall perform duties customarily performed by officers of a board. On matters decided by the Governing Board, the signature of the Chairperson alone is sufficient to bind the corporation. The Vice-Chairperson shall perform the duties of the Chairperson without further authorization in the event the Chairperson is unable to perform the duties of the office due to absence, illness, death, or other incapacity, and shall discharge such other duties as pertain to the office as prescribed by the Governing Board. To the extent not provided herein, the officers of the Authority shall have the duties as set forth in the Bylaws.

#### **Section 3. Incapacity of Officers.**

If the Treasurer or the Chairperson is incapacitated, another officer as provided for in the Bylaws shall be authorized to perform such duties without further authorization. The Treasurer is not authorized to perform the duties of the Chairperson, nor is the Chairperson authorized to perform the duties of the Treasurer.

#### **Section 4. Advisory Committee; Committees.**

The Governing Board shall recognize a Continuum of Care Board created pursuant to 24 CFR Part 578 or its successor regulation to act as its Advisory Committee and serve the

Governing Board by providing a broad array of perspectives, if such Continuum of Care Board takes action to serve as the Governing Board's Advisory Committee. In the event that an existing Continuum of Care Board takes action to serve as the Authority's Advisory Committee, the Governing Board may confirm any or all of the members of the Continuum of Care Board as members of the Advisory Committee. The Advisory Committee shall be comprised of individuals with experience related to preventing and ending homelessness, including but not limited to: persons currently experiencing homelessness, populations disproportionately impacted by homelessness, Homelessness Services Providers, business, healthcare, labor and/or workforce, homeless housing and services, behavioral health services, criminal justice system, child welfare and data evaluation. The Advisory Committee membership composition must comply with the United States Department of Housing and Urban Development's Continuum of Care Board requirements defined in 24 CFR Part 578 or its successor regulations and should maximize the Seattle King County Continuum of Care's competitiveness for federal funds. Advisory Committee members shall not concurrently serve as members of the Governing Board.

The Governing Board may create additional committees and appoint individuals to such committees as set forth in the Bylaws or policies approved by the Governing Board.

#### **Section 5. Chief Executive Officer.**

- a. The Chief Executive Officer (CEO) is responsible to the Governing Board for the effective operations of the Authority and for carrying out all Policies and Plans approved by the Governing Board.
- b. The CEO shall work with the Governing Board to create a process that allows Governing Board members sufficient time and opportunity to review, provide guidance on and help shape Policies and Plans.
- c. The CEO and/or his or her designee will be the lead party responsible for negotiating labor agreements and will negotiate such agreements based on consultations with the Governing Board.
- d. The CEO shall recognize the significance of labor rights and existing collective bargaining agreements. The CEO shall also consider the compensation and working conditions of the Parties' existing employees "on loan" to the Authority, if applicable.
- e. The CEO is responsible for meeting any reporting deadlines established herein or by Governing Board resolution.
- f. The CEO will track and report on philanthropic activities and contributions, including both to the Authority and other major investments or initiatives by philanthropy in King County to address homelessness.
- g. The CEO will provide regular reports on CoC activities, including a timeline of key CoC application milestones, the content of the most recent CoC application to be submitted to HUD, the outcome of the Authority's CoC application, and information on the operations and outcomes of Coordinated Entry and permanent supportive housing with CoC funds. The CEO reports should also proactively identify any CoC related issues or challenges

and keep the Governing Board apprised of planned actions to address them.

- h. The CEO shall provide on-going reporting and documentation to the Governing Board as needed or requested to ensure the Governing Board can provide sufficient fiduciary oversight, strategic and policy direction and performance monitoring of the Authority. At a minimum, the Authority shall provide the following, working in consultation with the Governing Board on the specifics to be included and the requisite format:
  - i. Quarterly and year-end financial reports comparing actuals against budgeted amounts at the programmatic level and year-end projected expenditures based on actuals to date.
  - ii. Quarterly reports on the progress of the Authority, including key performance metrics and progress on implementing the Authority's annual work plan.
  - iii. When Authority cash flow balances are negative for two months in a row, the CEO or a designee must present to the KCEO Finance committee to authorize temporary use of County's cash pool to cover RHA's negative cash position.
- i. The CEO shall annually present an overview of the Authority's Proposed Budget, progress on the annual workplan, and an update on how the Authority is performing against performance metrics approved by the Governing Board to the (1) Seattle City Council or a committee thereof, as determined by the Seattle City Council; and (2) King County Council or a committee thereof, as determined by the County Council. The date of such annual presentations shall be determined at the discretion of the Parties.
- j. The following may be delegated to the CEO: (1) the authority to sign documents and contracts on behalf of the Authority; and (2) such other duties as delegated or assigned by the Governing Board.
- k. The CEO shall cause the Authority to carry out the Policies and Plans to be approved by the Governing Board, including through contracting for services, contracting to provide Homeless Services, making funding awards and doing all things necessary to oversee and carry out the implementation of the Authority's programs.
- l. The CEO shall actively and continuously consider and evaluate all means and opportunities toward the enhancement of operational effectiveness of Homeless Services so as to maximize the effectiveness of the Authority.

## **Section 6. Office of the Ombuds.**

The Authority shall operate an Office of the Ombuds ("Office of the Ombuds") to promote public confidence in the Authority's ability to effectively, efficiently and equitably serve Customers. The Office of the Ombuds shall gather information from Customers, Contract Holders, and community members to support the Authority's efforts to improve the operations and outcomes of the Authority's Contract Holders; ensure ease of contact for Customers, Contract Holders, and community members and provide appropriate resources to resolve their concerns; implement strategies to collect, investigate, and respond to complaints and concerns about the delivery of

Homeless Services, policies, program administration, or other activities overseen or funded by the Authority; develop methods to respond to complaints or concerns in an equitable, impartial, and efficient manner; and be authorized to investigate complaints and issue findings, collect and analyze aggregate complaints data, and consult with Authority leadership and Customers, Contract Holders, and community members to design and recommend improvements in Homeless Services, funding or oversight. The Office of the Ombuds reports directly to the Authority CEO and shall provide a written report annually to the Governing Board on Office of the Ombuds activities and trends in the homeless response system derived from its interactions with Customers, Contract Holders, and community members who contact the office.

## **ARTICLE X**

### **MEETINGS OF THE AUTHORITY**

#### **Section 1. Time and Place of Meetings.**

The Governing Board shall determine the frequency of regular meetings needed to undertake their duties under this Agreement. No later than the last regular meeting of each calendar year, the Governing Board shall adopt a resolution specifying the date, time and place of regular meetings for the upcoming calendar year. A copy of the resolution shall be distributed in the same manner as notice of special meetings is provided pursuant to Section 3 of this Article X. At any regular meeting of the Governing Board, any business may be transacted and the Governing Board may exercise all of its powers. Special meetings of the Governing Board may be held from time to time in accordance with chapter 42.30 RCW (the “Open Public Meetings Act”) and Section 3 of this Article X.

#### **Section 2. Notice of Regular Meetings.**

At the beginning of each calendar year, the Authority shall post on its website the time and place of regular meetings of the Governing Board for that calendar year. As the Advisory Committee meeting schedule is established, the Authority shall post on its website those meeting times and places. In addition, the Authority shall provide reasonable notice of such meetings to any individual specifically requesting it in writing. If a regular meeting schedule is to be changed by resolution, a copy of the resolution shall be distributed in the same manner as notice of special meetings is provided pursuant to Section 3 of this Article X and the change posted on the Authority’s website.

#### **Section 3. Notice of Special Meetings.**

Except as provided in Section 10 of this Article X, notice of all special meetings of the Governing Board shall be given by the chairperson (or co-chair, if applicable) or by the majority of Governing Board Members calling the special meeting in accordance with RCW 42.30.080 by delivering personally, by electronic mail or by mail written notice at least 24 hours prior to the time of the meeting to each applicable Governing Board Member, to each local newspaper of general circulation and to each radio or television station that has requested notice and to any other individual specifically requesting it in writing, and posted on the Authority’s website. The call and notice of all special meetings shall specify the time and place of all special meetings and the business to be transacted. Notice of special meetings of the Advisory Committee shall comply with

24 CFR 578.

**Section 4. Waiver of Notice.**

Notice as provided herein may be deemed waived as to any Governing Board Member who, at or prior to the time the meeting convenes, files with the Authority a written waiver of notice or who is actually present at the meeting at the time it convenes. Such notice may also be dispensed with as to special meetings called to deal with an emergency involving injury or damage to persons or property or the likelihood of such injury or damage, where time requirements of such notice would make notice impractical and increase the likelihood of such injury or damage.

**Section 5. Agendas.**

In accordance with chapter 42.30 RCW (the “Open Public Meetings Act”) for the Governing Board, and in accordance with 24 CFR 578 for the Advisory Committee, at least 48 hours before any regular or special meetings, the agenda for that meeting shall be posted along with relevant meeting materials and also be emailed or otherwise provided to the Seattle Council Clerk and to the County Council Clerk.

**Section 6. Open Public Meetings.**

All meetings of the Governing Board shall be open to the public if and to the extent required by chapter 42.30 RCW (the “Open Public Meetings Act”). The Governing Board may hold executive sessions to consider matters enumerated in chapter 42.30 RCW (the “Open Public Meetings Act”) or as otherwise authorized by law. The meetings of the Advisory Committee shall be open to the public, except that the Advisory Committee may hold executive sessions as it deems necessary.

**Section 7. Telephonic or Virtual Participation.**

The Governing Board may participate in a regular or special meeting of the applicable body through the use of any means of communication by which all attending Governing Board Members and members of the public participating in such meeting can hear each other during the meeting. Any Governing Board Member participating in a meeting by such means is deemed to be present in person at the meeting for all purposes including, but not limited to, establishing a quorum.

**Section 8. Parliamentary Authority.**

The rules in the current edition of Robert’s Rules of Order Newly Revised, 11th Edition, shall govern the Authority in all cases to which they are applicable, where they are not inconsistent with this Agreement or with the special rules of order of the Bylaws of the respective body.

**Section 9. Minutes.**

Copies of the minutes of all regular or special meetings of the Governing Board shall be available to any person or organization that requests them. The minutes of all Governing Board meetings shall include a record of individual votes on all matters requiring Governing Board approval.



**Section 10. First Meeting of the Governing Board.**

The Seattle Mayor and the County Executive shall authorize the Authority to jointly notice the first meeting of the Governing Board as a special meeting and jointly prepare an agenda. This first meeting shall occur within 90 days of the Amendment Effective Date.

**ARTICLE XI**

**MISCELLANEOUS**

**Section 1. Geographic Limitation.**

The Authority may conduct activities outside of the County, subject, however, to a contract with a Subscribing Agency. The Authority shall not enter any interlocal agreements with other jurisdictions without the prior written authorization of the Governing Board.

**Section 2. Safeguarding of Funds.**

Authority funds shall be deposited in a qualified public depository as required by law. The Authority shall establish a special fund with the County treasurer to be designated the “Operating Fund of the King County Regional Homelessness Authority.” The County shall act as the fiscal agent and Treasurer of the Authority with the authority to hold and invest funds on the Authority’s behalf and make payments for approved expenditures.

**Section 3. Public Records.**

The Authority shall maintain all of its records in a manner consistent with the Preservation and Destruction of Public Records Act, chapter 40.14 RCW. The public shall have access to records and information of the Authority to the extent as may be required by applicable laws. All costs associated with complying with the Public Records Act, chapter 42.56 RCW, shall be borne by the Authority.

**Section 4. Reports and Information; Audits.**

Within nine (9) months after the end of the Authority’s fiscal year, the Authority shall file an annual report with the Finance Directors of the County and Seattle containing an audited statement of assets and liabilities, income and expenditures and changes in the Authority’s financial position during the previous year (or unaudited information if an audit is not yet available, to be promptly followed by audited information); a summary of significant accomplishments; a list of depositories used; a projected operating budget (which may be an annual budget, a biennial budget or other form as authorized by state law); and a list of members and officers of the Governing Board.

The Authority shall be subject to annual audits by the State Auditor, and by Seattle and the County at the option of each. The Authority shall, at any time during normal business hours, make available to the County Executive, the County Council, the Seattle Mayor, the Seattle City

Council, and the State Auditor for examination all of the Authority's financial records.

#### **Section 5. Performance Audit.**

The County and Seattle will cause a performance audit to be conducted and completed by a consulting firm selected by the County and Seattle no later than six years after the Governing Board confirms the initial Five-Year Plan. The performance audit report shall be transmitted to the clerks of both the King County Council and the Seattle City Council.

#### **Section 6. Amendments to Agreement.**

No additions to or alterations of the terms of this Agreement shall be valid unless made in writing, approved by the legislative authorities of each Party and executed by duly authorized agents of each Party.

#### **Section 7. Nondiscrimination.**

The Authority, its employees, agents, Contract Holders, and subcontractors, if any, shall at all times comply with any and all federal, state or local laws, ordinances, rules or regulations with respect to non-discrimination and equal employment opportunity, which may at any time be applicable to Seattle by law, contract or otherwise, including but not limited to all such requirements which may apply in connection with employment or the provision of services to the public.

Specifically, except as allowed by law, the following matters or activities shall not be directly or indirectly based upon or limited by age, sex, marital status, sexual orientation, race, creed, color, national origin, religion, pregnancy, gender, gender identity or expression, genetic information, domestic violence victimization, veteran or military status, or the presence of any sensory, mental, or physical disability or the use of a trained service animal by a person with a disability:

- a. Membership on the Governing Board;
- b. Employment, including solicitation or advertisements for employees; and
- c. Provisions of services to and contracts with the public.

#### **Section 8. Labor Disputes.**

Because labor disputes can lead to work stoppages or adversely impact the ability of the Authority to achieve desired outcomes, Seattle and the County have agreed and acknowledged in this Agreement that they have an interest in ensuring that the Authority's operations and progress are not interrupted or interfered with by work stoppages or other labor disputes. Accordingly, Seattle and the County have agreed, which is hereby confirmed in this Agreement, that the Authority and entities that contract with the Authority are required to adhere to labor laws, commit to promoting labor harmony, and take reasonable measures to avoid any work stoppages or labor disputes in their operations.

#### **Section 9. Inventory and Property.**

Property, equipment and furnishings for the operations of the Authority shall be acquired by the Authority as provided by law. If any Party furnishes property, equipment or furnishings for the

Authority's use, title to the same shall remain with the respective Party unless that property, equipment or furnishings are acquired by the Authority.

**Section 10. Interlocal Cooperation Act.**

a. This Agreement is intended to create a separate governmental administrative entity within the meaning of RCW 39.34.030(3) and not a "joint board" within the meaning of RCW 39.34.030(4)(a).

b. Each Party will file or post this Agreement as required by RCW 39.34.040.

**Section 11. Notice to the Parties.**

Any formal notice or communication to be given among the Parties to this Agreement shall be deemed properly given, if delivered either in physical or electronic means, or if mailed postage prepaid and addressed to:

King County  
Attn: Director, Department of Community and Human Services 401 Fifth  
Avenue, Suite 400  
Mailstop CNK-HS-0400  
Seattle, Washington 98104

City of Seattle  
Attn: Director, Human Services Department  
700 Fifth Ave., Suite 5800  
Seattle, Washington 98104

**Section 12. Additional Provisions.**

a. **Integration.** This Agreement contains all of the terms and conditions agreed upon by the Parties hereto concerning the establishment of the Authority. No other understandings, oral or otherwise, regarding the subject matter of this Agreement shall be deemed to exist or to bind any of the Parties hereto. The Parties have read and understand all of this Agreement, and now state that no representation, promise, or agreement not expressed in this Agreement has been made to induce the officials of the Parties hereto to execute this Agreement.

b. **Severability.** In the event any provision of this Agreement shall be declared by a court of competent jurisdiction to be invalid, illegal, or unenforceable, the validity, legality and enforceability of the remaining provisions shall not, in any way, be affected or impaired thereby.

c. **Indemnification among the Parties Hereto.** To the maximum extent permitted by law, each Party shall defend, indemnify and hold harmless the other Party and its or their agents, employees, and/or officers, from any and all costs, claims, judgments, or awards of damages arising out of the negligent acts or omissions of such indemnifying party, its officers, employees or agents and shall process and defend at its own expense any and all claims, demands, suits, at law or equity, actions, penalties, losses, damages, or costs, of whatsoever kind or nature, brought against the other Party arising out of, in connection with, or incident to this Agreement and the

indemnifying Party's negligent performance or failure to perform any aspect of this Agreement. In the event any such liability arises from the concurrent negligence of the indemnifying party and another party, the indemnity obligation of this section shall apply only to the extent of the negligence of the indemnifying party and its actors.

**d.** 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.

**e. No Third Party Beneficiary Rights.** The provisions of this Agreement are for the sole benefit of the Parties, and they will not be construed as conferring any rights to any third party (including any third party beneficiary rights).

**f. Authority Employees.** Except for those employees "on-loan" from the Parties, the Authority shall be responsible for all federal and/or state tax, industrial insurance, wages and benefits or other compensation for all Authority employees.

**g. Counterparts.** This Agreement may be executed in any number of counterparts, each of whom shall be an original, but those counterparts will constitute one and the same instrument.

This Agreement is APPROVED this \_\_\_\_ day of \_\_\_\_\_, \_\_\_\_\_.

\_\_\_\_\_  
County Executive, King County

ATTEST:

\_\_\_\_\_  
[County Prosecuting Attorney]

RECEIPT ACKNOWLEDGED BY:

\_\_\_\_\_  
Mayor, City of Seattle

ATTEST:

City Clerk



## King County

**Dow Constantine**  
 King County Executive  
 401 Fifth Avenue, Suite 800  
 Seattle, WA 98104-1818  
**206-263-9600** Fax 206-296-0194  
 TTY Relay: 711  
[www.kingcounty.gov](http://www.kingcounty.gov)

August 15, 2024

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

Dear Councilmember Upthegrove:

I am pleased to transmit a proposed amended and restated interlocal agreement between King County and the City of Seattle, and a proposed ordinance that would, if adopted, authorize the Executive to execute the amended restated interlocal agreement titled, “Amended and Restated Interlocal Agreement for the Establishment of the King County Regional Homelessness Authority Between King County and the City of Seattle Pursuant to RCW 39.34.030.”<sup>1</sup> The original interlocal agreement for the establishment of the King County Regional Homelessness Authority first went into effect on December 18, 2019.<sup>2,3</sup> Since then, the needs of our region have changed dramatically in the face of emergency response to the COVID-19 pandemic and the region’s continued recovery from its effects. Approval of the proposed amended and restated interlocal agreement and proposed ordinance will reaffirm King County’s commitment to a regional approach to addressing homelessness, allow for the County’s continued support of the King County Regional Homelessness Authority, and update its structure to be more responsive to today’s needs.

Homelessness and housing insecurity remain chronic and serious problems across King County. Additionally, people of color continue to be overrepresented among people who struggle with homelessness and housing instability. To effectively address homelessness, a coordinated regional approach that includes an intentional effort to address the racial disparities among people experiencing homelessness is still needed. The adoption of the proposed ordinance and execution of the proposed, restated and amended interlocal agreement will continue the King County Regional Homelessness Authority and will advance a regional and equitable approach to addressing homelessness.

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<sup>1</sup> RCW 39.34.030 [[LINK](#)].

<sup>2</sup> King County Ordinance 19039 [[LINK](#)].

<sup>3</sup> City of Seattle Ordinance 126021 [[LINK](#)].

The Honorable Dave Upthegrove

August 15, 2024

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The original interlocal agreement established the King County Regional Homelessness Authority, a governmental administrative agency, to administer funding for consolidated, aligned homelessness service contracts. The Authority receives revenues from King County, the City of Seattle, and other public and private sources to advance its mission to administer effective, performance-based homeless services to support a high-functioning homelessness crisis response system to significantly decrease the incidence of unsheltered homelessness across King County using equity and social justice principles.

The proposed amended and restated interlocal agreement updates the original interlocal agreement that went into effect in 2019. Proposed amendments include streamlining the Authority's governance structure to improve oversight and accountability and making other changes to clarify roles, responsibilities, and processes. The proposed amended and restated interlocal agreement would continue the agreement for an indefinite period until terminated by either King County or the City of Seattle.

King County's Executive Branch collaborated with the City of Seattle and members of the Sound Cities Association to develop the proposed agreement with the shared overall goal of improving the effective delivery and coordination of services for individuals experiencing homelessness. When local governments, homeless service providers, and community members come together as a region, we can collectively and effectively address serious regional challenges, including reducing homelessness and supporting our neighbors who are unhoused. With these changes and its new leader, Dr. Kelly Kinnison, the King County Regional Homelessness Authority will be well positioned to lead this regional effort and continue to improve the delivery and coordination of services for people experiencing homelessness.

Thank you for your consideration of this proposed amended and restated interlocal agreement and proposed ordinance. I look forward to continuing to work with the King County Council, the City of Seattle, the Sound Cities Association, homeless service providers, people with lived experience of homelessness, and other community partners to strengthen our regional approach to administering an effective and equitable response to homelessness in our community.

If your staff have any questions, please contact Kelly Rider, Director, Department of Community and Human Services, at 206-263-5780.

Sincerely,



for

Dow Constantine  
King County Executive

The Honorable Dave Upthegrove

August 15, 2024

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Enclosure

cc: King County Councilmembers

ATTN: Stephanie Cirkovich, Chief of Staff

Melani Hay, Clerk of the Council

Karan Gill, Chief of Staff, Office of the Executive

Penny Lipsou, Council Relations Director, Office of the Executive

Kelly Rider, Director, Department of Community and Human Services



**2024 FISCAL NOTE**

Ordinance/Motion:	
Title:	Amended and Restated King County Regional Homelessness Authority Interlocal Agreement
Affected Agency and/or Agencies:	Department of Community and Human Services (DCHS)
Note Prepared By:	Nicholas Makhani
Date Prepared:	8/1/2024
Note Reviewed By:	Christian Diaz
Date Reviewed:	8/8/2024

**Description of request:**

This is a fiscal note to accompany the ordinance authorizing the executive to execute the amended and restated interlocal agreement for the establishment of the King County Regional Homelessness Authority, a joint or cooperative undertaking with the city of Seattle and with such public agencies as are eligible under the terms of the interlocal agreement and applicable law. Funding from King County for the Authority is included in the 2023-2024 Adopted Budget. Future funding for the Authority consistent with this interlocal agreement is expected to be included in future Executive-proposed budget ordinances. Thus, this fiscal note requests no funding.

**Revenue to:**

Agency	Fund Code	Fund Name	2023-2024	2025	2026-2027
DCHS	2460	HCD	0	0	0
TOTAL			0	0	0

**Expenditures from:**

Agency	Fund Code	Fund	2023-2024	2025	2026-2027
DCHS	2460	HCD	0	0	0
TOTAL			0	0	0

**Expenditures by Categories**

	2023-2024	2025	2026-2027
	0	0	0
TOTAL	0	0	0

Does this legislation require a budget supplemental? No