



King County

Meeting Agenda

1200 King County
Courthouse
516 Third Avenue
Seattle, WA 98104

Committee of the Whole

Jorge Barón, Chair
Claudia Balducci, Vice Chair;
Rod Dembowski, Reagan Dunn, Steffanie Fain, Rhonda Lewis, Teresa Mosqueda, Sarah Perry, Pete von Reichbauer

Lead Staff: Brandi Paribello (206-263-3129)
Committee Clerk: Blake Wells (206-263-1617)

9:30 AM

Tuesday, October 27, 2026

Hybrid Meeting

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 committees@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.



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



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: 872 3341 5187

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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, 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**

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

2. **Roll Call**

3. **Approval of Minutes** p. 5

September 22, 2026 meeting minutes

4. **Public Comment**



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Discussion and Possible Action

5. [Proposed Motion No. 2026-0280](#) p. 9

A MOTION establishing the King County 2027 State Legislative Priorities.

Sponsors: Perry

Mac Nicholson, Government Relations Director, King County Council

6. [Proposed Motion No. 2026-0070](#) p. 12

A MOTION approving a letter regarding a staffing plan for the Harborview construction and infrastructure division, as called for in the 2026-2027 Biennial Budget Ordinance, Ordinance 20023, Section 103, Proviso P1.

Sponsors: Barón

Sam Porter, Council staff

Anthony Wright, HCID Division Director, Department of Executive Services

7. [Proposed Motion No. 2026-0295](#) p. 62

A MOTION acknowledging the receipt of Harborview Medical Center (HMC) Parking Alternatives Analysis to address parking issues at Harborview Medical Center as required by the 2026-2027 Biennial Budget Ordinance, Ordinance 20023, Section 132, Proviso P7, as amended by Ordinance 20086, Section 101.

Sponsors: Barón

Sam Porter, Council staff

Anthony Wright, HCID Division Director, Department of Executive Services

Briefing

8. [Briefing No. 2026-B0127](#) p. 83

Harborview Bond Project Progress

Jeff Muhm, Special Advisor to the Executive's Leadership Team

Anthony Wright, HCID Division Director, Department of Executive Services



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Discussion and Possible Action

9. [Proposed Motion No. 2026-0316](#) **p. 84**

A MOTION acknowledging receipt of the plan on the return to office initiative in King County, in accordance with 2026-2027 Biennial Budget Ordinance, Ordinance 20023, Section 132, as amended by Ordinance 20086, Section 101, Proviso P8.

Sponsors: Barón

Brandi Paribello, Council staff

Discussion Only

10. [Proposed Ordinance No. 2026-0147](#) **p. 113**

AN ORDINANCE adopting the King County 2026-2029 Equal Employment Opportunity/Affirmative Action Plan.

Sponsors: Barón

Erica Newman, Council staff

Other Business

Adjournment



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King County

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516 Third Avenue
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Meeting Minutes Committee of the Whole

Jorge Barón, Chair
Claudia Balducci, Vice Chair;
Rod Dembowski, Reagan Dunn, Steffanie Fain, Rhonda Lewis,
Teresa Mosqueda, Sarah Perry, Pete von Reichbauer

Lead Staff: Brandi Paribello (206-263-3129)
Committee Clerk: Blake Wells (206-263-1617)

9:30 AM

Tuesday, September 22, 2026

Hybrid Meeting

DRAFT MINUTES

1. **Call to Order**

Chair Barón called the meeting to order at 9:33 a.m.

2. **Roll Call**

Present: 9 - Balducci, Barón, Dembowski, Dunn, Fain, Lewis, Mosqueda, Perry and von Reichbauer

3. **Approval of Minutes**

Vice Chair Balducci moved approval of the August 25, 2026 meeting minutes. There being no objections, the minutes were approved.

4. **Public Comment**

The following people provided public comment:

Kirk Hovenkotter

Discussion and Possible Action

5. [Proposed Motion No. 2026-0240](#)

A MOTION confirming the appointment of Matthew Smith as director of the King County department of human resources.

A motion was made by Councilmember Perry that this motion be recommended do pass consent. The motion carried by the following vote:

Yes: 9 - Balducci, Barón, Dembowski, Dunn, Fain, Lewis, Mosqueda, Perry and von Reichbauer

Erica Newman, Council staff; and Megan Pedersen, Chief People Officer, King County Executive's Office, briefed the committee. Matt Smith, Director, Department of Human Resources, also briefed the committee and answered questions from the members.

This item was expedited to the October 6, 2026 meeting of the Metropolitan King County Council.

Briefing

6. [Briefing No. 2026-B0111](#)

King County Library System Annual Report

This matter was presented.

Heidi Daniel, Executive Director King County Library System; Laura Valenziao, President, King County Library System Board of Trustees; and John Sheller, Government Relations Manager, King County Library System, briefed the committee via PowerPoint presentations and answered questions from the members.

Discussion and Possible Action

7. [Proposed Ordinance No. 2026-0133](#)

AN ORDINANCE relating to organization and functions of the department of information technology; amending, Ordinance 14199, Section 11, as amended, and K.C.C. 2.16.035, Ordinance 14005, Section 3, as amended, and K.C.C. 2A.380.010, Ordinance 20012, Section 1, and K.C.C. 2A.380.025, Ordinance 18432, Section 5, as amended, and K.C.C. 2A.380.050, Ordinance 18432, Section 6, and K.C.C. 2A.380.060, Ordinance 18432, Section 7, as amended, and K.C.C. 2A.380.070, Ordinance 5868, Sections 1-2, as amended, and K.C.C. 4A.200.280, Ordinance 18386, Section 1, as amended, and K.C.C. 4A.200.2805, Ordinance 6875, Section 3, as amended, and K.C.C. 4A.510.220, Ordinance 10159, Section 3, as amended, and K.C.C. 6.27A.010, and Ordinance 10159, Section 16, as amended, and K.C.C. 6.27A.140, recodifying K.C.C. 4A.200.280 and K.C.C. 4A.200.2805, adding new sections to K.C.C. chapter 4A.200, and adding a new section to K.C.C. chapter 2A.380.

A motion was made by Councilmember Perry that this ordinance be recommended do pass consent. The motion carried by the following vote:

Yes: 8 - Barón, Dembowski, Dunn, Fain, Lewis, Mosqueda, Perry and von Reichbauer

Excused: 1 - Balducci

Erica Newman, Council staff; and Stephen Heard, Chief Information Officer and Director, King County Information Technology Department, briefed the committee and answered questions from the members.

Discussion Only

8. [Proposed Ordinance No. 2026-0242](#)

AN ORDINANCE assuming governance of the King County transportation district; amending Ordinance 11955, Section 5, as amended, and K.C.C. 2.16.055 and adding a new chapter to K.C.C. Title 2.

This matter was relieved.

Mary Bourguignon, Council staff, briefed the committee and answered questions from the members.

Discussion and Possible Action

9. [Proposed Ordinance No. 2026-0241](#)

AN ORDINANCE declaring King County's intent to conduct a public hearing regarding whether to assume rights, powers, immunities, functions, and obligations of the King County transportation district.

This matter was relieved.

Mary Bourguignon, Council staff, briefed the committee and answered questions from the members.

10. [Proposed Motion No. 2026-0194](#)

A MOTION acknowledging receipt of a letter from the Harborview board of trustees pertaining to the county hospital tax operating spending plan, as required by the 2026-2027 Biennial Budget Ordinance, Ordinance 20023, Section 102, Proviso P1.

A motion was made by Councilmember Perry that this motion be recommended do pass consent. The motion carried by the following vote:

Yes: 9 - Balducci, Barón, Dembowski, Dunn, Fain, Lewis, Mosqueda, Perry and von Reichbauer

Sam Porter, Council staff; Sommer Kleweno Walley, CEO, Harborview Medical Center; Ian Goodhew, Chief External Affairs Officer, UW Medicine, briefed the committee and answered questions from the members.

Other Business

There was no other business to come before the committee.

Adjournment

The meeting was adjourned at 12:11 p.m.

Approved this _____ day of _____

Clerk's Signature



Metropolitan King County Council Staff Report

Committee:	Committee of the Whole		
Agenda Item:	5	Analyst(s):	Mac Nicholson
Proposed No.:	2026-0280	Meeting Date:	October 27, 2026

OVERVIEW

TOPIC: Proposed Motion (PM) 2026-0280 would establish the King County 2027 State Legislative Priorities.

LEGISLATION SUMMARY

PM 2026-0280 would establish the King County 2027 State Legislative Priorities. Currently, the PM does not have the State Legislative Priorities document attached, which will be inserted via amendment as Attachment A prior to final adoption.

BACKGROUND & TIMING CONSIDERATIONS

[↑ BACK TO TOP](#)

The Council and the Executive work together through their respective government relations staff to develop policy positions that direct the state legislative advocacy program. These policies are formalized in the King County State Legislative Priorities.

The Council and Executive are hosting a meeting with the King County state legislative delegation on December 2, 2026.

The Legislature is scheduled to convene on January 11, 2027, for a 105-day regular session, with adjournment anticipated on April 25.

ATTACHMENTS

1. Proposed Motion 2026-0280



KING COUNTY

1200 King County Courthouse
516 Third Avenue
Seattle, WA 98104

Signature Report

Motion

Proposed No. 2026-0280.1

Sponsors Perry

1 A MOTION establishing the King County 2027 State
2 Legislative Priorities.

3 WHEREAS, counties have been recognized by the Legislature as partners with
4 the state in the delivery of such critical services as public health, transportation, public
5 safety, behavioral health, affordable housing, and water quality, and

6 WHEREAS, King County's ability to deliver critical services is directly impacted
7 by budget and policy decisions made by the Legislature, and

8 WHEREAS, the King County council and the King County executive have
9 identified priority issues that will help the county provide essential services and desire to
10 bring these issues to the attention of the 2027 Washington state Legislature, and

11 WHEREAS, the King County council and the King County executive will
12 continue to review legislative developments for possible revisions of King County's 2027
13 state legislative program;

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

15 The King County council adopts the King County 2027 State Legislative
16 Priorities, Attachment A to this motion, as King County's highest priorities for action in
17 the 2027 legislative session of the Washington state Legislature.

Motion

KING COUNTY COUNCIL
KING COUNTY, WASHINGTON

Sarah Perry, Chair

ATTEST:

Melani Hay, Clerk of the Council

APPROVED this ____ day of _____, ____.

Girmay Zahilay, County Executive

Attachments: None



Metropolitan King County Council Staff Report

Committee:	Committee of the Whole		
Agenda Item:	6	Analyst(s):	Sam Porter Nick Bowman
Proposed No.:	2026-0070	Meeting Date:	October 27, 2026

OVERVIEW

TOPIC: A Proposed Motion 2026-0070 that would approve a letter regarding a staffing plan for the Harborview Construction and Infrastructure Division in response to a budget proviso included in the 2026-2027 Budget.

LEGISLATION SUMMARY

The Harborview Construction and Infrastructure Division (HCID) was newly created in 2025. In response, the Council included a proviso on the 2026-2027 biennial budget that withholds \$1,083,000 from the HCID budget until the Executive transmits a letter containing a staffing plan and a motion approving the letter, and the motion approving the letter is passed by the Council. Proposed Motion 2026-0070 would approve the letter (Attachment A, Staffing Plan Report), which was transmitted on April 1, 2026. The relevant materials are included in the transmittal letter and in a report attached to the motion. Both provide detail on the HCID's staffing plan including:

- 26 full-time equivalent (FTE) King County employees, and
- 13 Harborview Medical Center (HMC) staff supported by the Bond Program and County Hospital Levy (CHL) funded projects through reimbursement.

The transmittal letter and Attachment A to Proposed Motion 2026-0070, attempt to address the requirements of the proviso, however the transmitted staffing plan in Attachment A does not reflect the current HCID organizational chart shown in the transmittal letter. This is discussed in more detail in the Analysis section of this staff report.

Council passage of the proposed motion would approve the letter and release the withheld \$1,083,000 in appropriation authority.

KEY ISSUES FROM THE ANALYSIS

A. [Key Issue A](#). Updates since May 26, 2026. Executive staff provided an updated Attachment A and revised organizational chart both dated June 2026 that reflect the current state of the HCID.

AMENDMENTS

- **Amendment 1** would replace the existing Attachment A with an updated Attachment A dated June 2026 that reflects the current staffing structure of the HCID.

BACKGROUND & TIMING CONSIDERATIONS

Harborview. Harborview serves as the Level 1 trauma center in the four-state region of Washington, Alaska, Idaho, and Montana. Harborview prioritizes serving the “mission population” including the non-English speaking poor, uninsured or underinsured, people who experience domestic violence, sexual assault, or are incarcerated in King County's jails, among others. Harborview is owned by King County, governed by a 13-member County-appointed Board of Trustees, and operated by the University of Washington.

Harborview Construction and Infrastructure Division. The Harborview Construction and Infrastructure Division (HCID) was newly created in 2025 within the Department of Executive Services to be responsible for managing all county capital projects at HMC and serving as the lead agency in directing and coordinating capital budget requests from HMC. The new division would be funded by the Harborview Bond Program and the County Hospital Levy. Since the implementation of the \$1.74 billion Harborview Proposition 1 Bond in 2020, and the councilmanic County Hospital Levy¹ in 2025, County workload related to Harborview within the Department of Executive Services has increased significantly resulting in the approval of the creation of this new division through Ordinance 20020 in Fall 2025.

2026-2027 HCID Budget. In the 2026-2027 Annual Budget, the HCID budget included funding for 27 full time equivalent (FTE) positions and \$13,497,000 of appropriation authority.² The appropriation unit is funded through a combination of revenue from the HMC Bond and the County Hospital Levy. While the staffing plan does not provide a budget, Executive staff provided the breakdown of the staffing cost for the HCID appropriation unit as shown in Table 1. This staffing breakdown is based on the organizational chart which differs from the staffing plan.

Table 1. HCID Classifications, FTEs, and Salary and Benefits for 2026-2027³

Classification	FTE	Salary and Benefits
New Tower – Program Management		
Special Project Manager III (vacant)	1	\$275,877

¹ The County Hospital Levy generated \$87 million in revenue in 2025 and is anticipated to generate \$275 million in 2026-2027.

² 2026-2027 Adopted Budget <https://cdn.kingcounty.gov/-/media/king-county/depts/council/budget/2026/2026-2027-adopted-budget-book.pdf>

³ This table is structured based on the organizational chart provided in the transmittal letter for PM 2026-0070 which, according to Executive staff, reflects the most current FTE breakdown for the HCID.

Special Project Manager III	0.5	\$218,627
Special Project Manager III	0.5	\$218,627
Infrastructure/Backfill/Renovation – Program Management		
Special Projects Manager IV	1	\$528,601
Special Projects Manager IV	1	\$492,296
Special Projects Manager III	1	\$379,280
Special Projects Manager III	0.25	\$109,311
County Hospital Levy Infrastructure – Program Management		
Special Projects Manager III	.5	\$218,627
Capital Projects Manager IV	1	\$480,757
Capital Projects Manager IV	1	\$458,485
Capital Projects Manager III (vacant)	1	\$406,894
Program Management Office – Program Management		
Special Projects Manager IV	1	\$492,298
Special Projects Manager III	1	\$437,240
Special Projects Manager III	0.25	\$109,311
Special Projects Manager III (vacant)	1	\$443,333
Finance & Budget – Program Support		
Finance & Admin Services Manager	1	\$423,312
Business & Finance Officer IV (vacant)	1	\$399,050
Business & Finance Officer III	1	\$379,251
Business & Finance Officer II (vacant)	1	\$322,463
Communications – Program Support		
Communications Specialist IV	1	\$361,682
Communications Specialist III	1	\$321,240
Procurement – Program Support		
Project/Program Manager IV	1	\$310,507
Other – Program Support		
Project/Program Manager III	1	\$285,312
Administrator II	1	\$310,507
Director's Office		

Division Director	1	\$737,742
Division Deputy Director	1	\$554,281
Division Deputy Director	1	\$504,114
Executive Assistant	1	\$337,295
Administrator II	1	\$285,312
Total	26	\$10,516,320

2026-2027 Budget Proviso. The 2026-2027 Biennial Budget included a proviso (Ordinance 20023, Section 103, Proviso P1) that withheld \$1,083,000 from the Harborview Construction and Infrastructure budget:

“Of this appropriation, \$1,083,000 shall not be expended or encumbered until the executive transmits a letter containing a staffing plan, and a motion that should approve the letter, and a motion approving the letter is passed by the council. The motion should reference the subject matter, the proviso’s ordinance, ordinance section, and proviso number in both the title and body of the motion.

The executive should electronically file the letter and a motion required by this proviso by April 1, 2026, with the clerk of the council, who shall retain an electronic copy and provide an electronic copy to all councilmembers, the council chief of staff, and the lead staff for the board of health or its successor.”

Timing Considerations. While there is not a deadline by which the legislation must be adopted, the withheld \$1,089,000 is restricted from the HCID's budget until the motion is passed. The legislation was received by the Clerk on April 1, 2026, referred to the Committee of the Whole (COW) on April 21, and first heard in COW on May 26, 2026.

ANALYSIS

The proviso requires that Executive staff provide a letter containing a staffing plan but did not define what the staffing plan should include. Proposed Motion 2026-0070 was transmitted on April 1, 2026, in response to Proviso P1, Section 103, in the 2026-2027 Biennial Budget. In addition to approving a letter regarding a staffing plan for the HCID, Council passage of the proposed motion would release the \$1,083,000 in restricted appropriation.

The transmitted letter, which appears as Attachment A to Proposed Motion 2026-0070, attempts to address the requirements of the proviso, however it does not reflect the

current HCID organizational chart shown in the transmittal letter. The organizational chart shows different FTE allocations for Project Manager positions under multiple projects than described in Attachment A to the Proposed Motion (0.75 fewer FTE under New Tower, 0.25 FTE fewer under Infrastructure, 0.5 FTE more under Program Management, 0.5 FTE fewer under Hospital Levy projects). Additionally, Executive Staff provided a corrected organizational chart (dated May 18, 2026) due to an omitted vacant Finance position which is also not reflected in the staffing plan. This corrected organizational chart is Attachment 4 to this staff report. Executive staff state that the discrepancies between the staffing plan and the organizational chart were the result of more recent adjustments necessary to update assumptions made in the development of the staffing plan and that the organizational chart reflects the current allocation of resources within the HCID.

Staffing Plan in Attachment A. HCID's staffing plan includes 26 FTEs, allocated as follows:

- 13 FTEs to program management
- 8 FTEs to program support
- 5 FTEs for the Director's Office

HCID's budget also reimburses Harborview staff for their time allocated to the Bond Program and County Hospital Levy-funded projects.

Program Management Staff. There are 13 FTEs assigned to program management allocated to four lines of business as follows:

- New tower construction (2.75 FTEs): Responsible for supervising the design-build team's work. These project managers will be responsible for participating in the design process, monitoring and reviewing submittals, and working with the program management office to ensure this aspect of the contract stays in compliance.
- Infrastructure and renovation/backfill (3.5 FTEs): Responsible for managing the infrastructure project and make-ready projects that need to occur prior to construction of the new tower. They also manage the backfill/renovation project, including renovations of county spaces funded primarily by the Harborview Bond Program.
- County Hospital Levy infrastructure (4 FTEs): Responsible for implementation of major maintenance and other projects funded by the CHL, including the buildout of the Pioneer Square Clinic. One senior project manager oversees three capital project managers. One of the three capital project manager positions is currently vacant.

- Program Management Office (2.75 FTEs): Responsible for administration of the design build contract, assuring compliance in cooperation with procurement and processing pay applications and contract amendments. This team includes the PMO lead and the program risk manager responsible for maintaining program's risk register. It also includes the project control officer, who reports directly to procurement but is funded by bond revenue. One special project manager for medical equipment procurement and information technology is currently vacant and the work is being fulfilled with existing resources.

Program Support Staff. There are 8 FTEs assigned to program support staff across four primary areas:

- Finance and budgeting (3 FTEs): This section is led by a senior finance position working solely on capital projects. There are also two business and finance officer positions, with one being held vacant until work ramps up toward peak construction and full implementation of the CHL.
- Communications (2 FTEs): Bond communications are complex requiring two FTEs responsible for coordinating project-related communications to the broader community and Harborview including employees, patients and the public. These staff are also responsible for the program's community outreach including business outreach efforts. Lastly, these staff also help prepare monthly reports provided to Council, the Harborview Board of Trustees (BoT), the BoT's Capital Project Oversight Committee, and the Real Estate Major Project Oversight Committee.
- Procurement (1 FTE): This section is led by a program manager supervising all procurement activities. HCID's procurement function is resource intensive, as HCID executes amendments related to the Bond Program and builds out the procurement rosters necessary to implement numerous CHL-funded maintenance projects. HCID expects to begin procurement for approximately 35 new projects in 2026. Roughly 25 of which will be contained in amendments to the design-build contract, with the additional projects being funded by the CHL. Two additional positions report directly to procurement but are funded by the Bond Program and CHL funds.
- Other program support (2 FTEs): These FTEs are responsible for management and maintenance of HCID's IT systems, managing information sharing between partners and preparing legislation and other items for publication. This work currently involves a significant amount of information sharing between staff from the County, Harborview, the owner's advisor, and the design-build team.

Director's Office Staff. The Director's Office consists of 5 FTEs responsible for implementation of the policy direction of the Council and Executive and execution of the Bond Projects and those funded by the CHL. The Director's Office consists of:

- Division director,

- Executive assistant to the division director,
- Two deputy division directors, with one supervising project management and one supervising program support staff, and
- Administrator II who coordinates Bond and County Hospital Levy meetings across the large group of stakeholders and manages both deputy directors' calendars.

University of Washington and Harborview Staff Reimbursement. Figure 2⁴ in the report outlines thirteen UW and Harborview staff positions that are funded through a reimbursement model. These positions are reimbursed because they provide consultation on the development of clinical spaces, technical guidance on building and life safety codes, and the perspective of clinical staff on design development. The report states the employees include, "clinicians and hospital staff who will advise HCID during the design phase as well as design managers and executive-level staff needed to execute the project on the hospital's side." Figure 2 shows \$283,050 in reimbursements each month for the first quarter and Executive staff estimate approximately \$3.4 million of these personnel costs will be reimbursed to HMC in 2026.

Scale of Staffing Plan. In response to Council staff questions about how this staffing plan compares in size and structure to those of other similar capital projects, Executive staff stated that there are industry standard expectations for project management costs associated with large projects, and "those estimates can range from 4-15% of the total project cost." According to Executive staff, HCID serves both the 2020 Bond Program and County Hospital Levy-funded projects and is currently tracking to charge the Bond approximately 8% of total Bond costs. Executive staff provided the following breakdown:

- 1.5% - Incurred to date, as of January 2026
- 2.0% - HMC Staff focusing on clinical development
- 3.0% - KC Staff focusing on project management and construction administration
- 1.5% - Costs associated with the Owner's Representative

Executive staff report that while this calculation assumes most HCID costs are allocated to the Bond Program, they are in the process of aligning a cost-allocation model between the County Hospital Levy and the Bond funds. As can be seen in Attachment 6 to the staff report, most positions are charged to the County Hospital Levy at 25% although there are two specifically dedicated to CHL work and one that does not work on CHL projects at all.

Next steps. Council action on the transmitted HCID Staffing Plan Proviso (Proposed Motion 2026-0070) would approve the report and release \$1,083,000 that the budget ordinance encumbered from HCID's budget. As noted above, the transmitted report attempts to satisfy the requirements in the budget proviso but does not reflect the current staffing structure of the HCID. It is a policy choice for the Council whether the transmitted

⁴ These positions can be seen more easily in Attachment 5 to the staff report which reproduces Figure 2.

letter and the additional information provided in this staff report is sufficient to release the encumbered appropriation authority.

Key Issue A. Updates since May 26, 2026. Executive staff provided an updated Attachment A and revised organizational chart, both dated June 2026. The updated materials match one another and, according to Executive Staff, reflect the current state of the HCID. The revised staffing plan appears in Figure 1 on page 3 of the report as follows:

Program Management			
New tower construction	FTEs	Infrastructure/ backfill/renovation	FTEs
Special Project Manager III	1	Special Projects Manager IV	1
Special Project Manager III	0.5	Special Projects Manager IV	1
Special Project Manager III	0.5	Special Projects Manager III	1
		Special Projects Manager III	0.25
County Hospital Levy Projects - Infrastructure	FTEs	Program Management Office	FTEs
Special Projects Manager III	0.5	Special Projects Manager IV	1
Capital Projects Manager IV	1	Special Projects Manager III	1
Capital Projects Manager IV	1	Special Projects Manager III	0.25
Capital Projects Manager III	1	Special Projects Manager III	1
Program Support			
Finance and Budget	FTEs	Communications	FTEs
Sr. Finance Officer	1	Sr. Communications Officer	1
Business & Finance Officer III	1	Communications Specialist III	1
Business & Finance Officer IV	1		
Business & Finance Officer II	1		
Other Program Support	FTEs	Procurement	FTEs
Performance Analyst	1	Procurement Lead	1
		Administrator II	1
Director's Office	FTEs		
Division Director	1		
Division Deputy Director	1		
Division Deputy Director	1		
Executive Assistant	1		
Administrator II	1		
Total FTEs: 26			

The revised staffing plan now has 12 FTEs in program management (previously 13) and 9 FTEs in program support (previously 8). The staffing of the director's office remains unchanged, but the program management and program support staff have been modified as follows:

Program Management Staff. There are 12 FTEs assigned to program management allocated to four lines of business as follows:

- New tower construction have 2 FTEs, changed from 2.75 FTEs
- Infrastructure and renovation/backfill 3.25 FTEs, changed from 3.5 FTEs
- County Hospital Levy infrastructure 3.75 FTEs, changed from 4 FTEs
- Program Management Office 3.25 FTEs, changed from 2.75 FTEs

Program Support Staff. There are 9 FTEs assigned to program support staff across four primary areas:

- Finance and budgeting 4 FTEs, changed from 3 FTEs
- Communications 2 FTEs, remains unchanged
- Procurement 2 FTEs, changed from 1 FTE
- Other program support 1 FTE, changed from 2 FTEs

According to Executive staff, the difference between the June organizational chart and the corrected chart dated May 18th is a vacant Administrator II position has been used to fill a Procurement position within the division that was previously on loan.

The HCID Fund is not proposed to have any changes in the 2026 mid-biennial supplemental budget (Proposed Ordinance 2026-0282).

AMENDMENTS

Amendment 1 was requested to update the Attachment A with the revised Attachment A dated June 2026 with the accurate staffing structure of the HCID as of June 2026.

Amendment	Sponsor	Effect Statement
1 Revised Attachment A	Barón	Amendment 1 would replace the existing Attachment A with a revised Attachment A dated June 2026 that reflects the staffing structure of the HCID as indicated by Executive staff in June 2026.

INVITED

- Tony Wright, Director, HCID
- Patrick Hamacher, Deputy Director, HCID

ATTACHMENTS

1. Proposed Motion 2026-0070 (and its attachment)
2. Transmittal Letter for Proposed Motion 2026-0070
3. Amendment 1 to Proposed Ordinance 2026-0070 (and its attachment)

4. HCID Organizational Chart – Corrected, May 18, 2026
5. PDF of Figure 2: 2026 Q1 Hospital Staff Reimbursements
6. PDF of Staffing Plan Cost Allocation and Division Between Revenue Source
7. HCID Organizational Chart – Corrected, June 2026



KING COUNTY

1200 King County Courthouse
516 Third Avenue
Seattle, WA 98104

Signature Report

Motion

Proposed No. 2026-0070.1

Sponsors Barón

1 A MOTION approving a letter regarding a staffing plan for
2 the Harborview construction and infrastructure division, as
3 called for in the 2026-2027 Biennial Budget Ordinance,
4 Ordinance 20023, Section 103, Proviso P1.

5 WHEREAS, in 2026, the Harborview construction and infrastructure division
6 within the department of executive services was created by ordinance, and

7 WHEREAS, as part of its mandate the new division is responsible for partnering
8 with Harborview medical center to:

- 9 1. Implement the 2020 bond program;
- 10 2. Implement projects funded by the county hospital levy; and
- 11 3. Implement other project subject to the hospital services agreement between
- 12 King County and the University of Washington. and

13 WHEREAS, the 2026-2027 Budget Ordinance, Ordinance 20023, included
14 Section 103, Proviso P1, which called for the executive to submit a staffing plan for the

15 new division;

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

17 Attachment A to this motion, HCID Division Staffing Letter, is hereby approved.

KING COUNTY COUNCIL
KING COUNTY, WASHINGTON

Sarah Perry, Chair

ATTEST:

Melani Hay, Clerk of the Council

APPROVED this ____ day of _____, ____.

Girmay Zahilay, County Executive

Attachments: A. HCID Division Staffing Proviso Report

Ordinance 20023 Section 103 Proviso 1: Staffing Plan Report

March 2026



King County

Executive Summary

The Harborview Construction and Infrastructure Division (HCID) manages the Harborview Bond Program, funded by \$1.74 billion in bond funding for expansion and infrastructure improvements to Harborview Medical Center (HMC). Harborview is owned by King County and operated by the University of Washington (UW). HCID works closely with staff from UW Medicine to manage the Bond Program. The County Hospital Levy (CHL) provides further support for hospital improvements.

The King County Council in November 2025 passed Ordinance 20023, adopting the County's 2026-2027 biennial budget. Section 103 Proviso 1 of this ordinance requires a letter containing HCID's staffing plan to be presented to the King County Council for passage. HCID's staffing plan includes 26 full-time employees (FTEs), allocated as follows:

- 13 FTEs to program management
- 8 FTEs to program support
- 5 FTEs for the Director's Office

HCID's budget also reimburses HMC staff for their time allocated to the Bond Program and CHL-funded projects.

Introduction

Harborview Medical Center (HMC) is the region's major trauma center, serving patients from 5 states across the Pacific Northwest. The medical center is owned by King County, overseen by an independent Board of Trustees and operated by the University of Washington (UW) through a hospital services agreement. In 2020, King County voters approved issuing up to \$1.74 billion in bonds for expansion and improvements to Harborview Medical Center¹. King County's Harborview Construction and Infrastructure Division (HCID) manages bond projects in close collaboration with UW Medicine.

In 2024, the Washington State Legislature expanded property tax authority to support public hospitals, enabling King County to levy a councilmanic property tax to support capital and operating costs at HMC. This brought in \$87 million in 2025 and is expected to bring in \$275 million in 2026-2027, as the tax rate increased from 10 cents to 15 cents per \$1,000 of assessed value. This funding will also support ongoing improvements on the HMC campus².

The King County Council in November 2025 passed Ordinance 20023, adopting the County's 2026-2027 biennial budget. Section 103 Proviso 1 of this ordinance (Appendix A) requires a letter containing HCID's staffing plan to be presented to the King County Council for passage. Ordinance 20023 Section 103 Proviso 1 states:

Of this appropriation, \$1,083,000 shall not be encumbered or expended until the Executive submits a letter containing a staffing plan, and a motion that should approve the letter, and that motion approving the letter is passed by the council. The motion should reference the subject matter, the proviso's ordinance, ordinance section, and proviso number in both the title and the body of the motion.

The executive should electronically file the letter and motion required by this proviso by April 1, 2026, with the clerk of the council, who shall retain an electronic copy and provide an electronic copy to all councilmembers, the council chief of staff, and the lead staff for the board of health, or its successor.

HCID staffing overview

HCID's staffing plan includes 26 full-time employees (FTEs), dedicating 13 FTEs to program management, 8 to program support, and 5 FTEs to the Director's Office.

HCID is organized around its 2 different funding streams: the Harborview Bond Program and the County Hospital Levy (CHL). The Bond Program supports the main capital expansions on campus while the CHL supports ongoing major maintenance projects. There is also a group of employees who support both funding streams, and this includes HCID leadership. Some of these positions are budgeted within HCID and others are reimbursed by HCID but report to a different County agency.

Due to the size and complexity of the project, both streams also fund numerous positions on the HMC workforce. These positions are reimbursed by their respective funding sources, and more details are available in this report.

Figure 1: HCID staffing plan

Program management			
New tower construction		FTEs	
Special Projects Manager III		1	
Special Projects Manager III		0.5	
Special Project Manager III		0.25	
Special Project Manager III		1	
Infrastructure/backfill/renovation		FTEs	
Special Projects Manager IV		1	
Special Projects Manager IV		1	
Special Projects Manager III		1	
Special Projects Manager III		0.5	
County Hospital Levy - infrastructure		FTEs	
Special Projects Manager III		1	
Capital Project Manager IV (PTE L17)		1	
Capital Project Manager IV (PTE L17)		1	
Capital Project Manager III (PTE L17)		1	
Program Management Office		FTEs	
Special Projects Manager IV		1	
Special Projects Manager III		0.75	
Special Project manager III - Medical		1	
Equipment & IT			
Program support			
Finance and budget		FTEs	
Finance and Admin Services Mgr		1	
Business & Finance Officer IV		1	
Business & Finance Officer III		1	
Communications		FTEs	
Communications Specialist IV		1	
Communications Specialist III		1	
Other program support		FTEs	
Project/Program Manager III		1	
Administrator II		1	
Procurement		FTEs	
Project/Program Manager IV		1	
Director's Office		FTEs	
Division Director		1	
Division Deputy Director		1	
Division Deputy Director		1	
Executive Assistant		1	
Administrator II		1	
Total FTEs: 26			

Program management staff

HCID has 13 FTEs assigned to program management. This work is led by one of the division's deputy directors who leads professional project managers spread across 4 distinct business lines. All project managers in this section are classified as either special project managers or capital project managers, with the key distinction being that capital project managers are represented by a union and responsible for ongoing major maintenance projects primarily funded by the CHL.

The 4 business lines are:

- **New tower construction (2.75 FTEs):** This line of business is responsible for the supervision of the design-build team's work. These project managers will be responsible for participating in the design process, monitoring and reviewing submittals, and working with the program management office to ensure this aspect of the contract stays in compliance.
- **Infrastructure and renovation/backfill (3.5 FTEs):** This line of business is responsible for managing the infrastructure project and make-ready projects that need to occur prior to construction of the new tower. They also manage the backfill/renovation project, including renovations of county spaces. These projects will be largely funded by the Harborview Bond Program.
- **County Hospital Levy infrastructure (4 FTEs):** This line of business is responsible for implementation of major maintenance and other projects funded by the CHL, including the

buildout of the Pioneer Square Clinic. One senior project manager oversees 3 capital project managers. Only 2 of the capital project manager positions have been filled, with the third to be filled later as HCID begins to build out its workload.

- **Program Management Office (2.75 FTEs):** The program management office is responsible for administration of the design build contract, assuring compliance in cooperation with procurement and processing pay applications and contract amendments. This line of business includes 2.75 FTEs, which includes the PMO lead and the program risk manager, who is responsible for maintaining program's risk register. It also includes the project control officer, who reports directly to procurement but is funded by bond revenue. One special project manager for medical equipment procurement and information technology is currently being staffed with existing resources, though this position will likely be filled as construction nears.

Program support staff

HCID has 8 FTEs on its support staff. This section is led by the other HCID deputy director and also covers 4 distinct activities. Due to the nature of support work, these responsibilities are much more divergent than those of the program management staff. Several additional support staff are not budgeted in HCID and report directly to other County offices, such as Procurement & Payables or the Executive's Office. These positions are not included in this report.

The areas of work are:

- **Finance and budgeting (3 FTEs):** This section is led by a senior finance position that has been modified to reflect the fact that HCID works almost entirely on capital projects. There are also 2 business and finance officer positions, with one being held vacant while HCID continues to grow toward peak construction and full implementation of the CHL.
- **Communications (2 FTEs):** Bond communications duties are more complicated than one may anticipate. Harborview has a diverse set of stakeholders, including employees, patients, and members of the public. The contracting community is also interested in County business and projects. This line of work is responsible for coordinating project-related communications to the broader community with the hospital's more specific needs.
- **Procurement (1 FTE):** HCID's procurement function is incredibly resource intensive, as HCID executes amendments related to the Bond Program and builds out the procurement rosters necessary to implement numerous CHL-funded maintenance projects. HCID expects to begin procurement for approximately 35 new projects in 2026. Roughly 25 of these projects will be contained in amendments to the design-build contract, with the additional projects being funded by the CHL. Two additional positions report directly to procurement but are funded by the Bond Program and CHL funds. A program manager will supervise all procurement activities and reports directly to HCID.
- **Other program support (2 FTEs):** These employees are responsible for management and maintenance of HCID's IT systems, managing information sharing between partners and preparing legislation and other items for publication. This work currently involves a tremendous amount of information sharing between staff from the County, Harborview, the owner's advisor, and the design-build team.

Director's Office

The Director's Office is responsible for implementation of the policy direction the County Council and executive provide, as well as the overall execution of the Bond Program and projects funded by the CHL. The Director's Office consists of 5 FTEs, including:

- Division director
- Executive assistant to the division director
- Two deputy division directors, with 1 supervising project management and 1 supervising program support
- Administrator II who coordinates Bond and County Hospital Levy meetings across the large group of stakeholders and manages both deputy directors' calendars

Hospital Bond support

The Bond Program and CHL also fund several positions necessary to implement the overall program. These employees include clinicians and hospital staff who will advise HCID during the design phase as well as design managers and executive-level staff needed to execute the project on the hospital's side.

We expect this reimbursement model to change throughout the project, with peak reimbursement occurring during the schematic design process in 2028. The HCID director and hospital project executive review the upcoming staffing reimbursement requests each quarter, with the first quarter of the agreed-upon reimbursements in figure 2.

Figure 2: 2026 Q1 hospital staff reimbursements

Updated: January 5, 2026		HMC FY26 Proposed	HMC Reimbursement				
Role	FTE	Monthly Salary	HMC Billing	Benefits (32.3%)	Overhead (44.38%)	HMC Total Reimburse	Job Description
Sr. Director of Capital Development	1.00	21,103	21,103	6,816	9,367	37,285.82	Provides guidance and direction to ensure HMC's operational and facility needs are integrated from project development to occupancy; Staff Member for CPOC
Healthcare Architect	1.00	15,481	15,481	5,000	6,871	27,352.59	Advises and guides A&E consultants in the development of campus architecture, specifically clinical spaces. Provides technical guidance on building and life safety codes, along with DOH coordination and reviews.
Accountant	0.50	8,462	4,231	1,367	1,878	7,475.54	Ensures that project related expenditures are recorded appropriately on HMC's balance sheet, assists with asset tracking.
Sr. Program Director, Major Projects and Bond	0.80	15,481	12,385	4,000	5,497	21,882.08	Provides program and project management support of all Bond program functions.
MEP Project Manager	0.75	15,481	11,611	3,750	5,153	20,514.45	Provides MEP technical guidance for developing the infrastructure master plan, and prepares MEP related reports.
Associate CNO/Clinical Nurse Liaison to Bond	0.60	26,351	15,811	5,107	7,018	27,934.95	Provides clinical guidance for the design and development of the Bond Program, insuring that clinical spaces are designed to meet the clinical operations of the hospital.
Program Manager (Gap Manager)	0.60	14,010	8,406	2,715	3,731	14,852.14	Provides project management support for Bond program pre-development work and actual construction projects.
Design Managers	1.00	13,542	13,542	4,374	6,010	23,926.09	Manages design process for the bond
Design Managers	1.00	13,542	13,542	4,374	6,010	23,926.09	Manages design process for the bond
Physician Lead	0.10	57,572	5,757			5,757.20	This role will help synergize and advocate for the operational needs of clinical staff during the planning and execution of construction and renovation initiatives.
Administrative Specialist	1.00	6,667	6,667	2,153	2,959	11,779.58	Provides administrative support for the Bond team.
Director-Program Operations	1.00	17,331	17,331	5,598	7,692	30,621.27	Leads in aligning frontline clinical expertise with the design and construction process.
IT Director for Capital Projects	1.00	16,834	16,834	5,437	7,472	29,743.14	IT Leader to identify and work through IT related work on major projects
Monthly Reimbursement	10.35		162,700	50,692	69,659	283,050.93	

Conclusion and next steps

This letter contains the staffing plan for HCID, which is required to be submitted to the King County Council per Ordinance 20023, Section 103, Proviso 1. Per the proviso, a member of the Council must make a motion to approve the plan contained within. The motion should reference the subject matter, the proviso's ordinance, ordinance section, and proviso number in both the title and the body of the motion.

Following Council approval of this motion, the executive should electronically file the letter and motion by April 1, 2026, with the clerk of the council, who shall retain an electronic copy and provide an electronic copy to all councilmembers, the council chief of staff, and the lead staff for the Board of Health, or its successor.

¹ King County Proposition No. 1 (November 3, 2020)

² Enacted by King County Ordinance 19861 (2025)

Appendix A: Ordinance 20023 Section 103

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Ordinance 20023

2742 should reference the subject matter, the proviso's ordinance, ordinance section, and
2743 proviso number in both the title and body of the motion.

2744 The plan shall include, but not be limited to, the following:

2745 A. A proposal regarding the feasibility and utility of expediting the expansion of
2746 respite bed capacity in connection with Harborview Medical Center;

2747 B. A cost estimate for various development scenarios to increase respite bed
2748 capacity including the renovation or adaptive reuse of Harborview Hall, construction or
2749 renovation of other space on the Harborview Medical Center campus for use as a respite
2750 facility, or a proposal for leasing, acquiring, or constructing a respite facility in the
2751 neighborhood of Harborview Medical Center within a one mile radius; and

2752 C. A financial proposal for the scenarios identified in subsection B. of this
2753 proviso using any combination of federal, state, local, or philanthropic dollars to increase
2754 respite bed capacity for Harborview Medical Center.

2755 The executive should electronically file the plan and a motion required by this
2756 proviso by August 1, 2026, with the clerk of the council, who shall retain an electronic
2757 copy and provide an electronic copy to all councilmembers, the council chief of staff, and
2758 the lead staff for the health, housing, and human services committee or its successor.

2759 SECTION 103. HARBORVIEW CONSTRUCTION AND INFRASTRUCTURE

2760 - From the Harborview construction and infrastructure fund there is hereby appropriated
2761 to:

2762 Harborview construction and infrastructure \$13,497,000

2763 The maximum number of FTEs for Harborview construction and infrastructure

2764 shall be: 27.0

Ordinance 20023

2765 ER1 EXPENDITURE RESTRICTION:

2766 Of this appropriation, \$100,000 shall be expended or encumbered solely to
2767 contract for government relations services, if needed. The government relations
2768 contractor shall have experience working with the city of Seattle and King County.

2769 P1 PROVIDED THAT:

2770 Of this appropriation, \$1,083,000 shall not be expended or encumbered until the
2771 executive transmits a letter containing a staffing plan, and a motion that should approve
2772 the letter, and a motion approving the letter is passed by the council. The motion should
2773 reference the subject matter, the proviso's ordinance, ordinance section, and proviso
2774 number in both the title and body of the motion.

2775 The executive should electronically file the letter and a motion required by this
2776 proviso by April 1, 2026, with the clerk of the council, who shall retain an electronic
2777 copy and provide an electronic copy to all councilmembers, the council chief of staff, and
2778 the lead staff for the board of health or its successor.

2779 SECTION 104. PUBLIC HEALTH - From the public health fund there is hereby
2780 appropriated to:

2781	Public health	\$630,402,000
------	---------------	---------------

2782	The maximum number of FTEs for public health shall be:	987.2
------	--	-------

2783 ER1 EXPENDITURE RESTRICTION:

2784 Of this appropriation, \$140,000 shall be expended or encumbered solely to
2785 support at least two suicide prevention voluntary safe firearm and ammunition return
2786 events per year throughout the 2026-2027 biennium. The events shall be held in
2787 collaboration with the sheriff's office.

Appendix B: About Harborview Medical Center

Harborview Medical Center is a 540-licensed-bed hospital owned by King County and operated by UW Medicine through a hospital services agreement between King County and the University of Washington (UW). The hospital is overseen by a 13-member board of trustees appointed by King County. Harborview's unique mission statement identifies and prioritizes services to the most vulnerable residents of King County. Harborview is the only adult and pediatric Level I trauma center serving a 5-state region (Alaska, Idaho, Montana, Wyoming, and Washington). It provides centers of emphasis and specialized comprehensive emergency services to a broad range of patients throughout the region. Harborview is also the disaster preparedness and disaster control location for the City of Seattle and King County.

For nearly 100 years, Harborview provided medical services from its location on Seattle's First Hill. It is distinctive in its consistent provision of care to King County residents regardless of their race, religion, ethnic origins, or ability to pay. As stewards of the campus facilities, King County regularly provides facility improvements and expansions through voter-approved financing, generally occurring every 15-20 years. The original center tower was constructed with bonds in 1930 and through the ensuing years, the voters continued to entrust King County with funding approvals on behalf of Harborview.

Appendix C: Harborview Medical Center Mission Statement

Harborview Medical Center Mission Statement

Harborview Medical Center is a comprehensive healthcare facility dedicated to the control of illness and the promotion and restoration of health. Its primary mission is to provide healthcare for the most vulnerable residents of King County; to provide and teach exemplary patient care; to provide care for a broad spectrum of patients from throughout the region; and to develop and maintain leading-edge centers of emphasis. As the only Level I Adult and Pediatric Trauma Center in Washington, Harborview Medical Center provides specialized, comprehensive emergency services to patients throughout the region and serves as the disaster preparedness and disaster control hospital for Seattle and King County.

The following groups of patients and programs will be given priority for care:

- Persons who are non-English speaking poor
- Persons who are uninsured or underinsured
- Persons who experience domestic violence
- Persons who experience sexual assault
- Persons incarcerated in King County's Jails
- Persons with mental illness, particularly those treated involuntarily
- Persons with substance abuse
- Persons with sexually transmitted diseases
- Persons who require specialized emergency care
- Persons who require trauma care
- Persons who require burn care

Harborview's patient care mission is accomplished by assuming and maintaining a strong leadership position in the Pacific Northwest and the local community. This leadership role is nurtured through the delivery of health services of the highest quality to all patients and through effective use of its resources as determined by the Harborview Board of Trustees.

Harborview, in cooperation with UW Medicine, plans and coordinates with Public Health Seattle and King County, other County agencies, community providers, and area hospitals, to provide programs and services.

Harborview fulfills its educational mission through commitment to the support of undergraduate, graduate, post-graduate, and continuing education programs of the health professions of the University of Washington and other educational institutions, as well as programs relating to patient education.

Harborview recognizes that the delivery of the highest quality of healthcare is enhanced by a strong commitment to teaching, community service and research.

Appendix D: About the Harborview Bond Program and County Hospital Levy

King County Council Motion 15183 called for the establishment of a planning group to identify hospital and community needs, and to make recommendations regarding a capital program. The resulting Harborview Leadership Group (HLG) was comprised of representatives from Harborview administration, the Board of Trustees, UW Medicine, labor partners, the First Hill Improvement Association, the mission population, the King County Council, and the King County Executive Office. The HLG provided a report making recommendations for health and safety improvements at Harborview. The recommendations included building a new inpatient tower to increase critical care capacity and meet modern infection control standards, as well as making seismic improvements to older structures on the campus to increase surge capacity, expand flexibility for hospital operations, and save lives in the event of a major earthquake.

Since the approval of the \$1.74 billion bond funding, the Facilities Management Division (FMD) of the Department of Executive Services (DES) focused on establishing structures and processes and created essential milestones for the Bond Program.

As part of Bond planning, King County requested that the Bond Program's project management consulting firm, Vanir, review and update the 2019 cost assumptions used to establish the Bond. A significant impact to cost assumptions was the Coronavirus Disease 2019 (COVID-19) global pandemic, and associated impacts on supply chains and workforce. The King County Council passed Ordinance 19583, which called for the creation of a workgroup to identify a program plan for the allocation of voter-approved bond funds within the escalated pricing for health and safety improvements at the medical center.

The updated program plan was approved by Motion 16435. It has three key components: 1) construction of a new multi-story medical tower; 2) renovation of essential services currently located in older hospital spaces; and 3) expansion of County spaces located in older hospital facilities. The updated program plan was determined after considering the operational needs of Harborview and the shared priorities of King County, the Board of Trustees, and UW Medicine.

In 2024, the Washington State Legislature expanded property tax authority to support the public hospitals, enabling King County to levy a councilmanic property tax to support capital and operating costs at HMC. The King County Council set the annual tax rate for 2025 at 10 cents per \$1,000 of assessed value, which is half of the maximum allowed rate, raising \$87 million. The executive's 2026-2027 budget set the 2026 annual tax rate at 15 cents per \$1,000 of assessed value, which is three-quarters of the allowed rate and is expected to raise \$275 million over the biennium.

In November 2025, the King County Council approved the transformation of the FMD Bond Program Office into the Harborview Construction and Infrastructure Division (HCID) through Ordinance 20020. HCID's work includes coordinating and managing the Harborview Bond Program budget and projects as well as the King County Hospital Levy budget and projects.

HCID continues with key elements of the program scope that aligns with the Bond Program's mission. Tasks associated include:

- Collaborating with King County and UW Medicine departments to understand new and modified space needs
- Updating the request for proposal (RFP) procurement processes and pre-bid work activities needed to accomplish the Bond Program goals
- Coordinating with the design-builder and subconsultants on building the new tower and related projects
- Managing the capital improvement project budget and expenditures
- Coordinating and conducting stakeholder engagement, meetings, and mailings
- Developing the Bond Program to become a division under King County's Department of Executive Services in 2026 with King County Executive and King County Council approval
- Identifying key milestones, risks, and realized risks for the program plan



King County | Office of the Executive

Executive Girmay Zahilay

Chinook Building, CNK-EX-0800
401 Fifth Avenue, Suite 800
Seattle, WA 98104-2391

April 1, 2026

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

Dear Councilmember Perry:

This letter contains the Harborview Construction and Infrastructure Division (HCID) Staffing Plan, pursuant to Ordinance 20023, Section 103, Proviso 1, and a proposed Motion that would, if passed, approve the letter.

HCID, a division of the Department of Executive Services, oversees construction and infrastructure efforts for the County's hospital, Harborview Medical Center (HMC). As part of these duties, the division manages the Harborview Bond Program, which is funded by \$1.74 billion in voter approved bond funding for County hospital facility improvements. The County Hospital Levy (CHL) also funds HMC facility improvements. Harborview is owned by King County and operated by the University of Washington (UW).

Over the next year, several facility projects will roll out on the HMC campus: 1) bond-funded projects to support the future new tower, known as critical-make-ready projects; 2) infrastructure and maintenance projects funded by the CHL; and 3) smaller maintenance projects managed by HMC.

HCID works closely with staff from UW Medicine to implement the Bond Program. Notably, each time a project interrupts building systems or clinical spaces, it is necessary to institute a shutdown process to safely continue the provision of vital medical care on the 24/7 HMC campus. Because the HMC campus is significantly space constrained with no vacant clinical or mechanical spaces, and multiple contractors will be working on multiple projects, collaboration and communication between HMC and County staff and projects and teams are essential.

Because HCID partners closely with HMC, particularly in the areas of project design, implementation and coordination of shutdowns, a description of HMC staffing provided to facility projects is included in this letter. HMC staff provides critical hospital specific expertise and operational management. Providing HMC staffing for bond funded projects offers a complete overview of the management of projects on the HMC campus.

HCID's staffing plan includes 26 full-time employees (FTEs), as shown in the tables below.

Program Management Section - New Tower Construction Program	
FTE Classification	FTE
Special Project Manager III	1
Special Project Manager III	.5
Special Project Manager III	.25
Special Project Manager III	1
Program Management Section - Infrastructure/Backfill/Renovation Program	
FTE Classification	FTE
Special Project Manager IV	1
Special Project Manager IV	1
Special Project Manager III	1
Special Project Manager III	.5
Program Management Section - County Hospital Levy Infrastructure Program	
FTE Classification	FTE
Special Project Manager III	1
Capital Project Manager IV*	1
Capital Project Manager IV*	1
Capital Project Manager III *	1
Program Management Section - Program Management Office	
FTE Classification	FTE
Special Project Manager IV	1
Special Project Manager III	.75
Special Project Manager III – Medical Equipment & IT	1

*Represented

Program Support Section – Finance and Budget Services	
FTE Classification	FTE
Finance and Administrative Manager	1
Business and Finance Officer IV	1
Business and Finance Officer III	1
Program Support Section – Communications	
FTE Classification	FTE
Communications Specialist IV	1
Communications Specialist III	1
Program Support Section – Other Services	
FTE Classification	FTE
Project/Program Manager III	1
Administrator II	1
Program Support Section - Procurement Services	
FTE Classification	FTE
Project/Program Manager IV	1

Director's Office Section	
FTE Classification	FTE

Deputy Division Director	2
Executive Assistant	1
Administrator II	1

HCID Program Management Section - Led by one of the division's two deputy directors, this section has 13 professional project managers spread across four distinct business lines described below. Each project manager in this section is classified as special project manager or capital project manager, with the key distinction being that capital project managers are represented and responsible for ongoing major maintenance projects primarily funded by the CHL.

- HCID Program Management Business Lines:
 - *New tower construction* (2.75 FTEs) - responsible for supervising the design-build team's work. The design-build team is the construction firm Mortenson and architecture firm Perkins & Will retained by King County for the bond project. The FTE project managers participate in the design process, monitoring and reviewing design submittals, and working with the program management office to ensure the contract administration compliance.
 - *Infrastructure and renovation/backfill* (3.5 FTEs) - responsible for managing the infrastructure and make-ready projects that need to occur prior to construction of the new tower, such as utility upgrades needed to support the new tower. FTEs also manage the backfill/renovation project, including renovations of County used spaces on the HMC campus.
 - *County Hospital Levy infrastructure* (4 FTEs) - responsible for implementation of major maintenance and other projects funded by the CHL, including buildout of the replacement Pioneer Square Clinic in the Duncan Building. One senior project manager oversees three capital project managers. As of writing this letter, two capital project manager positions have been filled, with the third filled pending workload.
 - *Program management office* (2.75 FTEs): - responsible for administering the design build contract, assuring contract compliance in cooperation with procurement, and managing contract administration. The 2.75 FTEs included the PMO lead and the program risk manager (the employee responsible for maintaining program's risk register). It also includes the project control officer, who reports directly to Procurement and is funded by bond revenue. A project controls officer assists in verifying that the contract terms are followed by the parties. One special project manager for medical equipment procurement and information technology is currently being staffed with existing resources, though this position will likely be filled as construction nears.

Program Support Section - Led by one of the two HCID deputy directors, this section has 8.0 support staff FTEs who cover four distinct areas of work described below. This support work is diffuse in nature covering an array of tasks across program work.

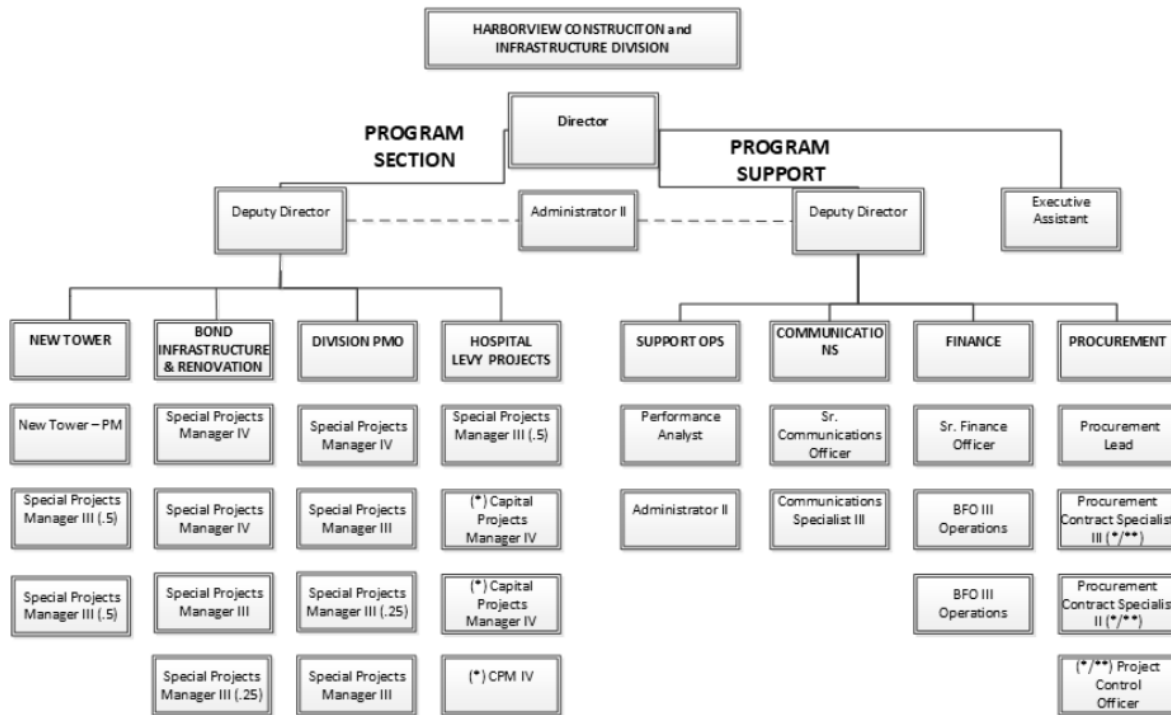
- HCID Support Staff Areas of Work:
 - *Finance and budget services* (3 FTEs) – responsible for all financial and accounting functions in accordance with King County's financial management policies, procedures, and systems led by a senior finance position that has been modified to reflect the fact that HCID works almost entirely on capital projects; also includes 2.0 FTE business and finance

officer (BFO) positions. One of the BFO positions is vacant while for anticipated future expansion of HCID workload during peak construction and full implementation of the CHL.

- *Communications* (2 FTEs) - responsible for developing and coordinating project-related communications to diverse sets of stakeholders, including County and hospital employees, patients, neighbors, the public, and contracting community. Communication demands around HMC's facility work are significant given the 24/7 operations of the hospital and constrained campus spaces.
- *Procurement services* (1 FTE) – responsible for executing procurement services related to the bond program, including handling contract amendments and procurement rosters necessary to implement numerous CHL-funded maintenance projects. Procurement rosters consist of pre-screened firms qualified to work in a hospital setting. HCID expects to begin procurement for approximately 35 new projects in 2026. Roughly 25 of these projects will be in amendments to the design-build contract, with additional projects funded by the CHL. Two positions funded by the Bond Program and CHL funds report directly to Procurement section of Finance and Business Operations Division (DES).
- *Other program support* (2 FTEs) - responsible for managing and maintaining HCID's IT systems and data, managing information sharing between County staff, Harborview, the owner's advisor, and the design-build team.

Director's Office Section - Responsible for overall execution of the Bond Program and projects funded by the CHL as well as for implementing policy direction the County Council and Executive. The Director's Office consists of five FTEs, including a division director, an executive assistant, an administrator, and two deputy division directors.

In addition to the tables provided above, an HCID organizational chart is provided below.



(*) Represented Positions
 (**) On Loan & Reports to DES
 (***) Staff Assigned to HCID

As noted, the County positions do not include the specific hospital and clinical subject matter expertise necessary to effectively plan, design, and execute the hospital’s facility projects. For the HMC projects, that expertise is provided by HMC staff and reimbursed by the appropriate revenue source supporting each project. Absent this expertise provided by HMC, the County would need to hire additional staff and/or contract for the specific hospital and clinical expertise. These costs are treated as project costs in the same way that a consultant or design manager would be directly billed to a project. HMC and the HCID leadership review these planned reimbursements and verify that the personnel allocations can be properly allocated to specific HCID managed projects.

A summary table showing the Q1 2026 current allocations is included below.

University of Washington and Harborview staff		
FTE Classification	FTE	Job Description
Sr. Director of Capital Development	1	Provides guidance and direction to ensure HMC’s operational and facility needs are integrated from project development to occupancy.
Healthcare Architect	1	Advises and guides A&E consultants in the development of campus architecture, specifically clinical spaces. Provides technical guidance on

University of Washington and Harborview staff		
		building and life safety codes, along with DOH coordination and reviews.
Accountant	.5	Ensures that project related expenditures are recorded appropriately on HMC's balance sheet, assists with asset tracking.
Sr. Program Director, Major Projects and Bond	.8	Provides program and project management support for all Bond Program functions.
MEP Project Manager	.75	Provides mechanical, electrical, and plumbing (MEP) technical guidance for developing the infrastructure master plan and prepares MEP related reports.
Associate CNO/Clinical Nurse Liaison to Bond	.60	Provides clinical guidance for the design and development of the Bond Program, ensuring that clinical spaces are designed to meet the clinical operations of the hospitals.
Program Manager (Capital Manager)	.5	Provides project management support for Bond Program pre-development work and construction projects.
Design Manager	2	Manages design process for the bond and infrastructure.
Physician Lead	.10	Advocate for the operational needs of clinical staff during the planning and execution of construction and renovation initiatives.
Administrative Specialist	1	Provides administrative support for the Bond.
Director – Program Operations	1	Leads alignment of front-line clinical expertise with the design and construction process.
IT Director for Capital Projects	1	IT leader to assure integration on major projects and the Bond Project work.

The information in this letter provides a staffing plan that implements facility renovations and improvement activities to HMC funded by the 2020 voter approved HMC levy as well as CHL funded improvements, and large capital projects funded by HMC operating dollars.

Thank you for your consideration of this staffing plan and the proposed Motion.

If your staff have questions, please contact Anthony Wright, Director of Harborview Construction and Infrastructure, at 206-477-9352.

Sincerely,

A handwritten signature in black ink, appearing to read "Girmay Zahilay".

for

Girmay Zahilay
King County Executive

cc: King County Councilmembers
 ATTN: Stephanie Cirkovich, Chief of Staff, King County Council
 Melani Hay, Clerk of the Council
Karan Gill, Deputy King County Executive, Office of the Executive
Jasmine Weaver, Chief of Staff, Office of the Executive
Hyeok Kim, Chief Operating Officer, Office of the Executive
Sierra Howlett Browne, Director of Government Relations, Office of the Executive
Garrett Holbrook, Council Relations Manager, Office of the Executive
Lorraine Patterson-Harris, County Administrative Officer, Department of Executive
 Services (DES)

1

June 10, 2026

Replace Attachment A

[S. Porter]

Sponsor: Barón

Proposed No.: 2026-0070

1 **AMENDMENT TO PROPOSED ORDINANCE 2026-0070, VERSION 1**

2 Strike Attachment A, Ordinance 20023 Section 103 Proviso 1: Staffing Plan Report,

3 March 2026 and insert Attachment A, Ordinance 20023 Section 103 Proviso 1: Staffing

4 Plan Report, June 2026

5

6 **EFFECT prepared by S. Porter: *Replace transmitted Attachment A with a new***

7 ***Attachment A that correctly reflects the current staffing structure of the Harborview***

8 ***Construction and Infrastructure Division.***

Ordinance 20023 Section 103 Proviso 1: Staffing Plan Report

June 2026



King County

Executive Summary

The Harborview Construction and Infrastructure Division (HCID) manages the Harborview Bond Program, funded by \$1.74 billion in bond funding for expansion and infrastructure improvements to Harborview Medical Center (HMC). Harborview is owned by King County and operated by the University of Washington (UW). HCID works closely with staff from UW Medicine to manage the Bond Program. The County Hospital Levy (CHL) provides further support for hospital improvements.

The King County Council in November 2025 passed Ordinance 20023, adopting the County's 2026-2027 biennial budget. Section 103 Proviso 1 of this ordinance requires a letter containing HCID's staffing plan to be presented to the King County Council for passage. HCID's staffing plan includes 26 full-time employees (FTEs), allocated as follows:

- 12 FTEs to program management
- 9 FTEs to program support
- 5 FTEs for the Director's Office

HCID's budget also reimburses HMC staff for their time allocated to the Bond Program and CHL-funded projects.

Introduction

Harborview Medical Center (HMC) is the region's major trauma center, serving patients from 5 states across the Pacific Northwest. The medical center is owned by King County, overseen by an independent Board of Trustees and operated by the University of Washington (UW) through a hospital services agreement. In 2020, King County voters approved issuing up to \$1.74 billion in bonds for expansion and improvements to Harborview Medical Center¹. King County's Harborview Construction and Infrastructure Division (HCID) manages bond projects in close collaboration with UW Medicine.

In 2024, the Washington State Legislature expanded property tax authority to support public hospitals, enabling King County to levy a councilmanic property tax to support capital and operating costs at HMC. This brought in \$87 million in 2025 and is expected to bring in \$275 million in 2026-2027, as the tax rate increased from 10 cents to 15 cents per \$1,000 of assessed value. This funding will also support ongoing improvements on the HMC campus².

The King County Council in November 2025 passed Ordinance 20023, adopting the County's 2026-2027 biennial budget. Section 103 Proviso 1 of this ordinance (Appendix A) requires a letter containing HCID's staffing plan to be presented to the King County Council for passage. Ordinance 20023 Section 103 Proviso 1 states:

Of this appropriation, \$1,083,000 shall not be encumbered or expended until the Executive submits a letter containing a staffing plan, and a motion that should approve the letter, and that motion approving the letter is passed by the council. The motion should reference the subject matter, the proviso's ordinance, ordinance section, and proviso number in both the title and the body of the motion.

The executive should electronically file the letter and motion required by this proviso by April 1, 2026, with the clerk of the council, who shall retain an electronic copy and provide an electronic copy to all councilmembers, the council chief of staff, and the lead staff for the board of health, or its successor.

HCID staffing overview

HCID's staffing plan includes 26 full-time employees (FTEs), dedicating 12 FTEs to program management, 9 to program support, and 5 FTEs to the Director's Office.

HCID is organized around its 2 different funding streams: the Harborview Bond Program and the County Hospital Levy (CHL). The Bond Program supports the main capital expansions on campus while the CHL supports ongoing major maintenance projects. There is also a group of employees who support both funding streams, and this includes HCID leadership. Some of these positions are budgeted within HCID and others are reimbursed by HCID but report to a different County agency.

Due to the size and complexity of the project, both streams also fund numerous positions on the HMC workforce. These positions are reimbursed by their respective funding sources, and more details are available in this report.

Figure 1: HCID staffing plan

Program Management			
New tower construction	FTEs	Infrastructure/ backfill/renovation	FTEs
Special Project Manager III	1	Special Projects Manager IV	1
Special Project Manager III	0.5	Special Projects Manager IV	1
Special Project Manager III	0.5	Special Projects Manager III	1
		Special Projects Manager III	0.25
County Hospital Levy Projects - Infrastructure	FTEs	Program Management Office	FTEs
Special Projects Manager III	0.5	Special Projects Manager IV	1
Capital Projects Manager IV	1	Special Projects Manager III	1
Capital Projects Manager IV	1	Special Projects Manager III	0.25
Capital Projects Manager III	1	Special Projects Manager III	1
Program Support			
Finance and Budget	FTEs	Communications	FTEs
Sr. Finance Officer	1	Sr. Communications Officer	1
Business & Finance Officer III	1	Communications Specialist III	1
Business & Finance Officer IV	1		
Business & Finance Officer II	1		
Other Program Support	FTEs	Procurement	FTEs
Performance Analyst	1	Procurement Lead	1
		Administrator II	1
Director's Office	FTEs		
Division Director	1		
Division Deputy Director	1		
Division Deputy Director	1		
Executive Assistant	1		
Administrator II	1		
Total FTEs: 26			

Program management staff

HCID has 12 FTEs assigned to program management. This work is led by one of the division's deputy directors who leads professional project managers spread across 4 distinct business lines. All project managers in this section are classified as either special project managers or capital project managers, with the key distinction being that capital project managers are represented by a union and responsible for ongoing major maintenance projects primarily funded by the CHL.

The 4 business lines are:

- **New tower construction (2 FTEs):** This line of business is responsible for the supervision of the design-build team's work. These project managers will be responsible for participating in the design process, monitoring and reviewing submittals, and working with the program management office to ensure this aspect of the contract stays in compliance.
- **Infrastructure and renovation/backfill (3.25 FTEs):** This line of business is responsible for managing the infrastructure project and make-ready projects that need to occur prior to

construction of the new tower. They also manage the backfill/renovation project, including renovations of county spaces. These projects will be largely funded by the Harborview Bond Program.

- **County Hospital Levy infrastructure (3.5 FTEs):** This line of business is responsible for implementation of major maintenance and other projects funded by the CHL, including the buildout of the Pioneer Square Clinic. One senior project manager oversees 3 capital project managers. Only 2 of the capital project manager positions have been filled, with the third to be filled later as HCID begins to build out its workload.
- **Program Management Office (3.25 FTEs):** The program management office is responsible for administration of the design build contract, assuring compliance in cooperation with procurement and processing pay applications and contract amendments. This line of business includes 3.25 FTEs, which includes the PMO lead and the program risk manager, who is responsible for maintaining program's risk register. It also includes the project controls officer, who reports directly to procurement but is funded by bond revenue. One special project manager for medical equipment procurement and information technology is currently being staffed with existing resources, though this position will likely be filled as construction nears.

Program support staff

HCID has 9 FTEs on its support staff. This section is led by the other HCID deputy director and also covers 4 distinct activities. Due to the nature of support work, these responsibilities are much more divergent than those of the program management staff. Several additional support staff are not budgeted in HCID and report directly to other County offices, such as Procurement & Payables or the Executive's Office. These positions are not included in this report.

The areas of work are:

- **Finance and budgeting (4 FTEs):** This section is led by a senior finance position that has been modified to reflect the fact that HCID works almost entirely on capital projects. There are also three business and finance officer positions, with two being held vacant while HCID continues to grow toward peak construction and full implementation of the CHL.
- **Communications (2 FTEs):** Bond communications duties are more complicated than one may anticipate. Harborview has a diverse set of stakeholders, including employees, patients, and members of the public. The contracting community is also interested in County business and projects. This line of work is responsible for coordinating project-related communications to the broader community with the hospital's more specific needs.
- **Procurement (2 FTEs):** HCID's procurement function is incredibly resource intensive, as HCID executes amendments related to the Bond Program and builds out the procurement rosters necessary to implement numerous CHL-funded maintenance projects. HCID expects to begin procurement for approximately 35 new projects in 2026. Roughly 25 of these projects will be contained in amendments to the design-build contract, with the additional projects being funded by the CHL. Two additional positions report directly to procurement but are funded by the Bond Program and CHL funds. A program manager will supervise all procurement activities and reports directly to HCID.

- **Other program support (1 FTE):** This employee is responsible for management and maintenance of HCID's IT systems, managing information sharing between partners and preparing legislation and other items for publication. This work currently involves a tremendous amount of information sharing between staff from the County, Harborview, the owner's advisor, and the design-build team.

Director's Office

The Director's Office is responsible for implementation of the policy direction the County Council and executive provide, as well as the overall execution of the Bond Program and projects funded by the CHL. The Director's Office consists of 5 FTEs, including:

- Division director
- Executive assistant to the division director
- Two deputy division directors, with 1 supervising project management and 1 supervising program support
- Administrator II who coordinates Bond and County Hospital Levy meetings across the large group of stakeholders and manages both deputy directors' calendars

Hospital Bond support

The Bond Program and CHL also fund several positions necessary to implement the overall program. These employees include clinicians and hospital staff who will advise HCID during the design phase as well as design managers and executive-level staff needed to execute the project on the hospital's side.

We expect this reimbursement model to change throughout the project, with peak reimbursement occurring during the schematic design process in 2028. The HCID director and hospital project executive review the upcoming staffing reimbursement requests each quarter, with the first quarter of the agreed-upon reimbursements in figure 2.

Figure 2: 2026 Q1 hospital staff reimbursements

Updated: January 5, 2026		HMC FY26 Proposed	HMC Reimbursement				
Role	FTE	Monthly Salary	HMC Billing	Benefits (32.3%)	Overhead (44.38%)	HMC Total Reimburse	Job Description
Sr. Director of Capital Development	1.00	21,103	21,103	6,816	9,367	37,285.82	Provides guidance and direction to ensure HMC's operational and facility needs are integrated from project development to occupancy; Staff Member for CPOC
Healthcare Architect	1.00	15,481	15,481	5,000	6,871	27,352.59	Advises and guides A&E consultants in the development of campus architecture, specifically clinical spaces. Provides technical guidance on building and life safety codes, along with DOH coordination and reviews.
Accountant	0.50	8,462	4,231	1,367	1,878	7,475.54	Ensures that project related expenditures are recorded appropriately on HMC's balance sheet, assists with asset tracking.
Sr. Program Director, Major Projects and Bond	0.80	15,481	12,385	4,000	5,497	21,882.08	Provides program and project management support of all Bond program functions.
MEP Project Manager	0.75	15,481	11,611	3,750	5,153	20,514.45	Provides MEP technical guidance for developing the infrastructure master plan, and prepares MEP related reports.
Associate CNO/Clinical Nurse Liaison to Bond	0.60	26,351	15,811	5,107	7,018	27,934.95	Provides clinical guidance for the design and development of the Bond Program, insuring that clinical spaces are designed to meet the clinical operations of the hospital.
Program Manager (Gap Manager)	0.60	14,010	8,406	2,715	3,731	14,852.14	Provides project management support for Bond program pre-development work and actual construction projects.
Design Managers	1.00	13,542	13,542	4,374	6,010	23,926.09	Manages design process for the bond
Design Managers	1.00	13,542	13,542	4,374	6,010	23,926.09	Manages design process for the bond
Physician Lead	0.10	57,572	5,757			5,757.20	This role will help synergize and advocate for the operational needs of clinical staff during the planning and execution of construction and renovation initiatives.
Administrative Specialist	1.00	6,667	6,667	2,153	2,959	11,779.58	Provides administrative support for the Bond team.
Director-Program Operations	1.00	17,331	17,331	5,598	7,692	30,621.27	Leads in aligning frontline clinical expertise with the design and construction process.
IT Director for Capital Projects	1.00	16,834	16,834	5,437	7,472	29,743.14	IT Leader to identify and work through IT related work on major projects
Monthly Reimbursement	10.35		162,700	50,692	69,659	283,050.93	

Conclusion and next steps

This letter contains the staffing plan for HCID, which is required to be submitted to the King County Council per Ordinance 20023, Section 103, Proviso 1. Per the proviso, a member of the Council must make a motion to approve the plan contained within. The motion should reference the subject matter, the proviso's ordinance, ordinance section, and proviso number in both the title and the body of the motion.

Following Council approval of this motion, the executive should electronically file the letter and motion by April 1, 2026, with the clerk of the council, who shall retain an electronic copy and provide an electronic copy to all councilmembers, the council chief of staff, and the lead staff for the Board of Health, or its successor.

¹ King County Proposition No. 1 (November 3, 2020)

² Enacted by King County Ordinance 19861 (2025)

Appendix A: Ordinance 20023 Section 103

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Ordinance 20023

2742 should reference the subject matter, the proviso's ordinance, ordinance section, and
2743 proviso number in both the title and body of the motion.

2744 The plan shall include, but not be limited to, the following:

2745 A. A proposal regarding the feasibility and utility of expediting the expansion of
2746 respite bed capacity in connection with Harborview Medical Center;

2747 B. A cost estimate for various development scenarios to increase respite bed
2748 capacity including the renovation or adaptive reuse of Harborview Hall, construction or
2749 renovation of other space on the Harborview Medical Center campus for use as a respite
2750 facility, or a proposal for leasing, acquiring, or constructing a respite facility in the
2751 neighborhood of Harborview Medical Center within a one mile radius; and

2752 C. A financial proposal for the scenarios identified in subsection B. of this
2753 proviso using any combination of federal, state, local, or philanthropic dollars to increase
2754 respite bed capacity for Harborview Medical Center.

2755 The executive should electronically file the plan and a motion required by this
2756 proviso by August 1, 2026, with the clerk of the council, who shall retain an electronic
2757 copy and provide an electronic copy to all councilmembers, the council chief of staff, and
2758 the lead staff for the health, housing, and human services committee or its successor.

2759 SECTION 103. HARBORVIEW CONSTRUCTION AND INFRASTRUCTURE

2760 - From the Harborview construction and infrastructure fund there is hereby appropriated
2761 to:

2762 Harborview construction and infrastructure \$13,497,000

2763 The maximum number of FTEs for Harborview construction and infrastructure

2764 shall be: 27.0

Ordinance 20023

2765 ER1 EXPENDITURE RESTRICTION:

2766 Of this appropriation, \$100,000 shall be expended or encumbered solely to
2767 contract for government relations services, if needed. The government relations
2768 contractor shall have experience working with the city of Seattle and King County.

2769 P1 PROVIDED THAT:

2770 Of this appropriation, \$1,083,000 shall not be expended or encumbered until the
2771 executive transmits a letter containing a staffing plan, and a motion that should approve
2772 the letter, and a motion approving the letter is passed by the council. The motion should
2773 reference the subject matter, the proviso's ordinance, ordinance section, and proviso
2774 number in both the title and body of the motion.

2775 The executive should electronically file the letter and a motion required by this
2776 proviso by April 1, 2026, with the clerk of the council, who shall retain an electronic
2777 copy and provide an electronic copy to all councilmembers, the council chief of staff, and
2778 the lead staff for the board of health or its successor.

2779 SECTION 104. PUBLIC HEALTH - From the public health fund there is hereby
2780 appropriated to:

2781	Public health	\$630,402,000
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2782	The maximum number of FTEs for public health shall be:	987.2
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2783 ER1 EXPENDITURE RESTRICTION:

2784 Of this appropriation, \$140,000 shall be expended or encumbered solely to
2785 support at least two suicide prevention voluntary safe firearm and ammunition return
2786 events per year throughout the 2026-2027 biennium. The events shall be held in
2787 collaboration with the sheriff's office.

Appendix B: About Harborview Medical Center

Harborview Medical Center is a 540-licensed-bed hospital owned by King County and operated by UW Medicine through a hospital services agreement between King County and the University of Washington (UW). The hospital is overseen by a 13-member board of trustees appointed by King County. Harborview's unique mission statement identifies and prioritizes services to the most vulnerable residents of King County. Harborview is the only adult and pediatric Level I trauma center serving a 5-state region (Alaska, Idaho, Montana, Wyoming, and Washington). It provides centers of emphasis and specialized comprehensive emergency services to a broad range of patients throughout the region. Harborview is also the disaster preparedness and disaster control location for the City of Seattle and King County.

For nearly 100 years, Harborview provided medical services from its location on Seattle's First Hill. It is distinctive in its consistent provision of care to King County residents regardless of their race, religion, ethnic origins, or ability to pay. As stewards of the campus facilities, King County regularly provides facility improvements and expansions through voter-approved financing, generally occurring every 15-20 years. The original center tower was constructed with bonds in 1930 and through the ensuing years, the voters continued to entrust King County with funding approvals on behalf of Harborview.

Appendix C: Harborview Medical Center Mission Statement

Harborview Medical Center Mission Statement

Harborview Medical Center is a comprehensive healthcare facility dedicated to the control of illness and the promotion and restoration of health. Its primary mission is to provide healthcare for the most vulnerable residents of King County; to provide and teach exemplary patient care; to provide care for a broad spectrum of patients from throughout the region; and to develop and maintain leading-edge centers of emphasis. As the only Level I Adult and Pediatric Trauma Center in Washington, Harborview Medical Center provides specialized, comprehensive emergency services to patients throughout the region and serves as the disaster preparedness and disaster control hospital for Seattle and King County.

The following groups of patients and programs will be given priority for care:

- Persons who are non-English speaking poor
- Persons who are uninsured or underinsured
- Persons who experience domestic violence
- Persons who experience sexual assault
- Persons incarcerated in King County's Jails
- Persons with mental illness, particularly those treated involuntarily
- Persons with substance abuse
- Persons with sexually transmitted diseases
- Persons who require specialized emergency care
- Persons who require trauma care
- Persons who require burn care

Harborview's patient care mission is accomplished by assuming and maintaining a strong leadership position in the Pacific Northwest and the local community. This leadership role is nurtured through the delivery of health services of the highest quality to all patients and through effective use of its resources as determined by the Harborview Board of Trustees.

Harborview, in cooperation with UW Medicine, plans and coordinates with Public Health Seattle and King County, other County agencies, community providers, and area hospitals, to provide programs and services.

Harborview fulfills its educational mission through commitment to the support of undergraduate, graduate, post-graduate, and continuing education programs of the health professions of the University of Washington and other educational institutions, as well as programs relating to patient education.

Harborview recognizes that the delivery of the highest quality of healthcare is enhanced by a strong commitment to teaching, community service and research.

Appendix D: About the Harborview Bond Program and County Hospital Levy

King County Council Motion 15183 called for the establishment of a planning group to identify hospital and community needs, and to make recommendations regarding a capital program. The resulting Harborview Leadership Group (HLG) was comprised of representatives from Harborview administration, the Board of Trustees, UW Medicine, labor partners, the First Hill Improvement Association, the mission population, the King County Council, and the King County Executive Office. The HLG provided a report making recommendations for health and safety improvements at Harborview. The recommendations included building a new inpatient tower to increase critical care capacity and meet modern infection control standards, as well as making seismic improvements to older structures on the campus to increase surge capacity, expand flexibility for hospital operations, and save lives in the event of a major earthquake.

Since the approval of the \$1.74 billion bond funding, the Facilities Management Division (FMD) of the Department of Executive Services (DES) focused on establishing structures and processes and created essential milestones for the Bond Program.

As part of Bond planning, King County requested that the Bond Program's project management consulting firm, Vanir, review and update the 2019 cost assumptions used to establish the Bond. A significant impact to cost assumptions was the Coronavirus Disease 2019 (COVID-19) global pandemic, and associated impacts on supply chains and workforce. The King County Council passed Ordinance 19583, which called for the creation of a workgroup to identify a program plan for the allocation of voter-approved bond funds within the escalated pricing for health and safety improvements at the medical center.

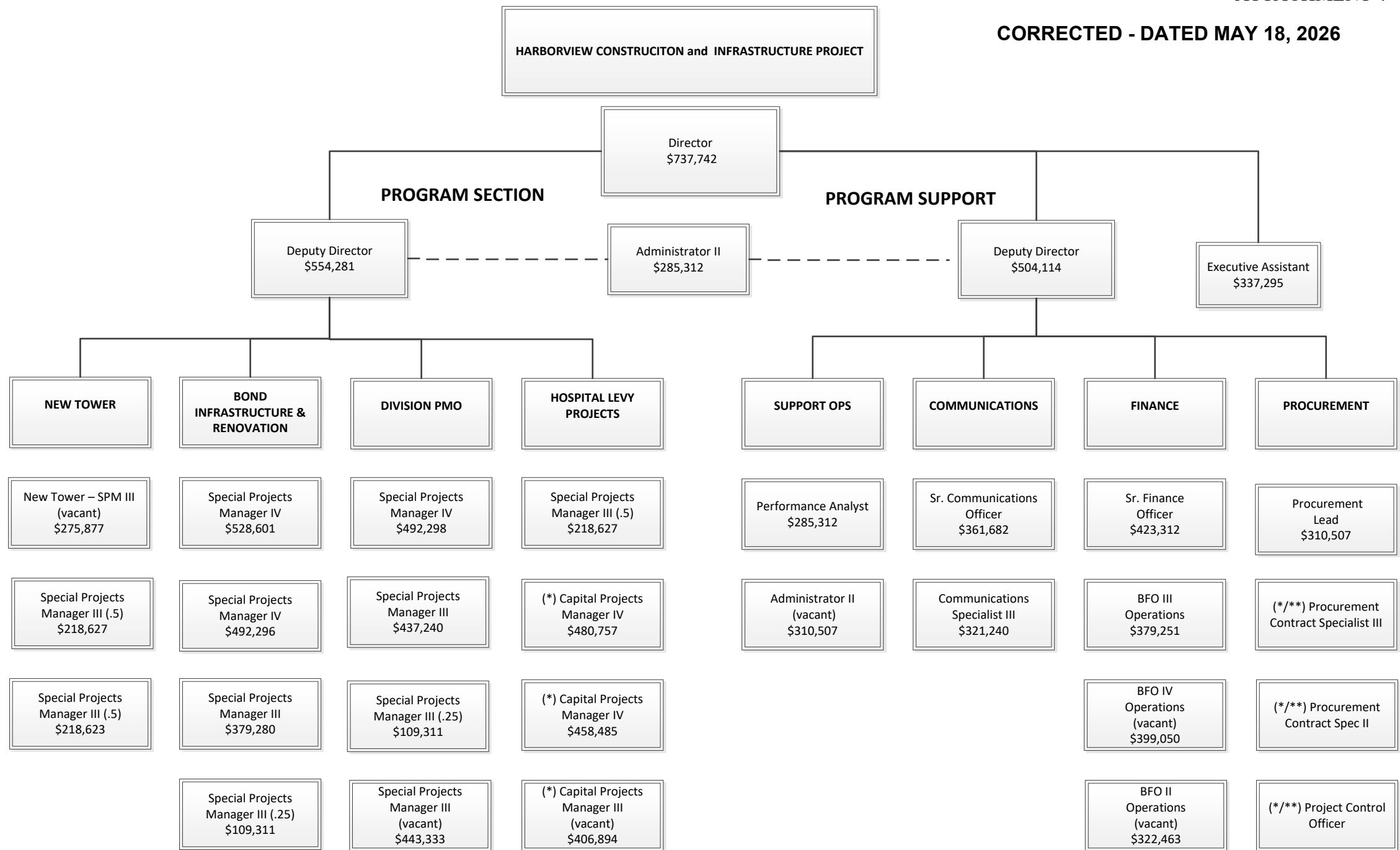
The updated program plan was approved by Motion 16435. It has three key components: 1) construction of a new multi-story medical tower; 2) renovation of essential services currently located in older hospital spaces; and 3) expansion of County spaces located in older hospital facilities. The updated program plan was determined after considering the operational needs of Harborview and the shared priorities of King County, the Board of Trustees, and UW Medicine.

In 2024, the Washington State Legislature expanded property tax authority to support the public hospitals, enabling King County to levy a councilmanic property tax to support capital and operating costs at HMC. The King County Council set the annual tax rate for 2025 at 10 cents per \$1,000 of assessed value, which is half of the maximum allowed rate, raising \$87 million. The executive's 2026-2027 budget set the 2026 annual tax rate at 15 cents per \$1,000 of assessed value, which is three-quarters of the allowed rate and is expected to raise \$275 million over the biennium.

In November 2025, the King County Council approved the transformation of the FMD Bond Program Office into the Harborview Construction and Infrastructure Division (HCID) through Ordinance 20020. HCID's work includes coordinating and managing the Harborview Bond Program budget and projects as well as the King County Hospital Levy budget and projects.

HCID continues with key elements of the program scope that aligns with the Bond Program's mission. Tasks associated include:

- Collaborating with King County and UW Medicine departments to understand new and modified space needs
- Updating the request for proposal (RFP) procurement processes and pre-bid work activities needed to accomplish the Bond Program goals
- Coordinating with the design-builder and subconsultants on building the new tower and related projects
- Managing the capital improvement project budget and expenditures
- Coordinating and conducting stakeholder engagement, meetings, and mailings
- Developing the Bond Program to become a division under King County's Department of Executive Services in 2026 with King County Executive and King County Council approval
- Identifying key milestones, risks, and realized risks for the program plan

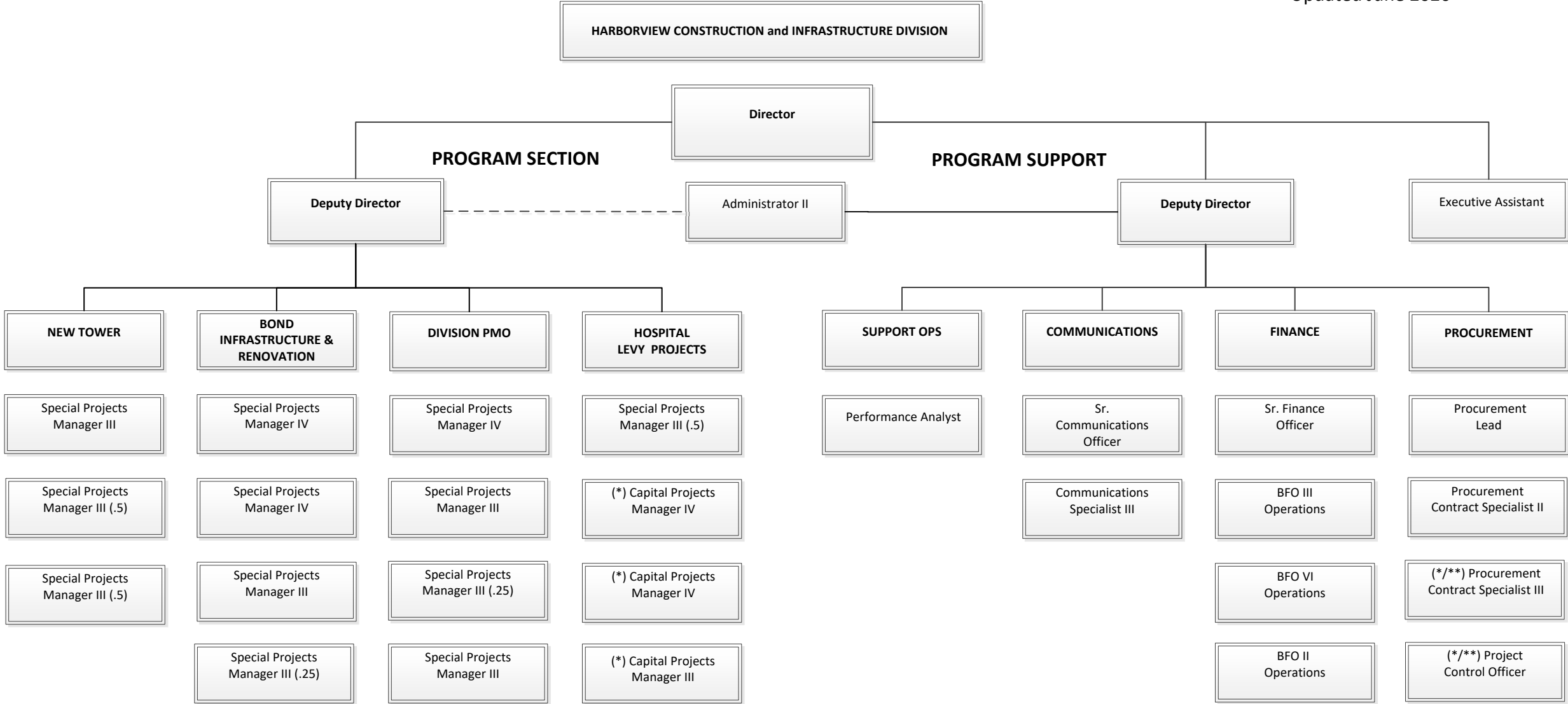
CORRECTED - DATED MAY 18, 2026**Total Employee Costs 2026-2027**

(*) Represented Positions

(**) On Loan & Report to DES

Updated: January 5, 2026	FY 26 Proposed		HMC Reimbursement				
Role	FTE	Monthly Salary	HMC Billing	Benefits (32.3%)	Overhead (44.38%)	HMC Total Reimburse	Job Description
Sr. Director of Capital Development	1.00	21,103	21,103	6,816	9,367	37,285.82	Provides guidance and direction to ensure HMC's operational and facility needs are integrated from project development to occupancy; Staff Member for CPOC
Healthcare Architect	1.00	15,481	15,481	5,000	6,871	27,352.59	Advises and guides A&E consultants in the development of campus architecture, specifically clinical spaces. Provides technical guidance on building and life safety codes, along with DOH coordination and reviews.
Accountant	0.50	8,462	4,231	1,367	1,878	7,475.54	Ensures that project related expenditures are recorded appropriately on HMC's balance sheet, assists with asset tracking.
Sr. Program Director, Major Projects and Bond	0.80	15,481	12,385	4,000	5,497	21,882.08	Provides program and project management support of all Bond program functions.
MEP Project Manager	0.75	15,481	11,611	3,750	5,153	20,514.45	Provides MEP technical guidance for developing the infrastructure master plan, and prepares MEP related reports.
Associate CNO/Clinical Nurse Liaison to Bond	0.60	26,351	15,811	5,107	7,018	27,934.95	Provides clinical guidance for the design and development of the Bond Program, insuring that clinical spaces are designed to meet the clinical operations of the hospital.
Program Manager (Gap Manager)	0.60	14,010	8,406	2,715	3,731	14,852.14	Provides project management support for Bond program pre-development work and actual construction projects.
Design Managers	1.00	13,542	13,542	4,374	6,010	23,926.09	Manages design process for the bond
Design Managers	1.00	13,542	13,542	4,374	6,010	23,926.09	Manages design process for the bond
Physician Lead	0.10	57,572	5,757			5,757.20	This role will help synergize and advocate for the operational needs of clinical staF during the planning and execution of construction and renovation initiatives.
Administrative Specialist	1.00	6,667	6,667	2,153	2,959	11,779.58	Provides administrative support for the Bond team.
Director-Program Operations	1.00	17,331	17,331	5,598	7,692	30,621.27	Leads in aligning frontline clinical expertise with the design and construction process.
IT Director for Capital Projects	1.00	16,834	16,834	5,437	7,472	29,743.14	IT Leader to identify and work through IT related work on major projects
SUBTOTAL PROJECTED EXPENSE	10.35		162,700	50,692	69,659	283,050.93	

Position Classifications	2026 Total	2027 Total	26-27 Biennial Total	% Charged to Bond	% Charged to CHL	\$ Charged to Bond	\$ Charged to CHL
Division Director	359,203	378,539	737,742	0.75	0.25	553,306	184,435
Deputy Division Director	269,877	284,404	554,281	0.75	0.25	415,711	138,570
Chief of Staff I	245,451	258,663	504,114	0.75	0.25	378,086	126,029
Executive Assistant I	164,230	173,065	337,295	0.75	0.25	252,971	84,324
Business and Finance Officer III	184,656	194,595	379,251	0.75	0.25	284,438	94,813
Administrator II	138,920	146,392	285,312	0.75	0.25	213,984	71,328
Project Program Manager III	138,920	146,392	285,312	0.75	0.25	213,984	71,328
Special Project Manager IV	257,373	271,227	528,601	0.75	0.25	396,451	132,150
Special Project Manager IV	212,890	224,350	437,240	0.50	0.50	218,620	218,620
Special Project Manager IV	239,698	252,600	492,298	1.00	0.00	492,298	-
Special Project Manager IV	239,697	252,599	492,296	0.50	0.50	246,148	246,148
Special Project Manager III	212,892	224,352	437,245	0.75	0.25	327,933	109,311
Special Project Manager III	184,670	194,610	379,280	0.75	0.25	284,460	94,820
Special Project Manager III	212,897	224,357	437,254	0.75	0.25	327,941	109,314
Capital Project Manager IV	234,078	246,678	480,757	0.00	1.00	-	480,757
Communication Specialist III	156,410	164,830	321,240	0.75	0.25	240,930	80,310
Communications Specialist IV	176,101	185,581	361,682	0.75	0.25	271,261	90,420
Capital Project Manager IV	223,234	235,250	458,485	0.00	1.00	-	458,485
Business and Finance Officer III	158,946	163,517	322,463	0.75	0.25	241,847	80,616
Business and Finance Officer IV (vacant)	196,600	202,450	399,050			-	-
Project Manager IV	153,068	157,439	310,507	0.75	0.25	232,880	77,627
Finance and Administrative Services Manager	208,545	214,768	423,312	0.75	0.25	317,484	105,828
Special Project Manager III (.25 for 2026)(vacant)	50,915	224,962	275,877				
Special Project Manager III (vacant)	218,371	224,962	443,333				
Capital Project Manager III (vacant)	181,932	224,962	406,894				
Administrator II (vacant)	153,068	157,439	310,507				
	5,172,643	5,628,984	10,801,626			5,910,733	3,055,232



(*) Represented Positions
(**) On Loan & Reports to DES
(***) Staff Assigned to HCID



Metropolitan King County Council Staff Report

Committee:	Committee of the Whole		
Agenda Item:	7	Analyst(s):	Sam Porter
Proposed No.:	2026-0295	Meeting Date:	October 27, 2026

OVERVIEW

TOPIC: A motion acknowledging receipt of the Harborview Medical Center (HMC) Parking Alternatives Analysis to address parking issues in response to a proviso requiring a plan to address parking issues at HMC.

LEGISLATION SUMMARY

Proposed Motion 2026-0295 would acknowledge receipt of a proviso response required by the 2026-2027 Biennial Budget (Capital Improvement Program, Section 132, Proviso P7, in Ordinance 20023). The proviso requires the transmittal to include information about the engagement process with the University of Washington, the Harborview Board of Trustees, and the Harborview Medical Center administration to identify the proposed parking plan; how parking revenue was factored into the analysis to determine which parking solution to select; and a timeline for the design and construction of the selected parking garage project.

Approval of the proposed motion would release \$97 million in the County Hospital Capital appropriation.¹

KEY ISSUES FROM THE ANALYSIS

- A. Proviso Response.** The proviso requires that the Executive transmit a plan for the selected parking garage project to address parking issues at Harborview Medical Center. Executive staff state that the proposed motion refers to the document as an "analysis" instead of a plan because the "plan" was transmitted in the proposed supplemental budget, Proposed Ordinance 2026-0282, in the Harborview 2020 Prop

¹ The County Hospital Capital Fund was allocated \$107 million in the 2026-2027 budget for use on the parking garage project. Executive staff indicated they would only use approximately \$10 million prior to deciding on a parking garage project, so the proviso restricted \$97 million. The current proposed supplemental budget, Proposed Ordinance 2026-0287, would decrease the County Hospital Capital fund by \$44 million to reflect a proposed shift from County Hospital Levy (CHL) dollars allocated to the parking garage project to 2020 Bond dollars. The budget would still retain \$45 million of CHL moneys to support the design component of the selected parking garage project at 9th and Alder, and add \$18 million proposed to support an infusion and neurology renovation and expansion project. This project and budget proposal related to HMC parking is discussed in more detail in the County Hospital Capital portion of the staff report for [Proposed Ordinance 2026-0287](#).

1 Bond Fund request for \$145 million of appropriation authority to support the construction of a new underground parking garage at Ninth & Alder.

The transmitted materials appear to satisfy the proviso requirements but refer to the document as an analysis and not a plan as the proviso stated. It is a policy choice for the Council whether the information provided in the proviso response and this staff report is sufficient to meet the intent of the proviso.

BACKGROUND & TIMING CONSIDERATIONS

Background & timing considerations. Harborview is a 540-bed Level 1 trauma and burn center serving Washington, Alaska, Montana, and Idaho. The hospital is owned by King County, governed by a 13-member county-appointed Board of Trustees, and operated by University of Washington Medicine (UW Medicine). Harborview prioritizes serving the “mission population” of non-English-speaking poor, the uninsured and underinsured, people who experience domestic violence and or sexual assault, incarcerated people in King County's jails, people with behavioral health illnesses, particularly those treated involuntarily, people with sexually transmitted diseases, and individuals who require specialized emergency care, trauma care, and severe burn care.

In 2024, the Washington State Legislature amended RCW 36.62.090 authorizing a councilmanic additional property tax, not to exceed 20 cents per \$1,000 of assessed value (AV), for the operation, maintenance, and capital expenses of the hospital, and any outpatient clinics operated by the hospital, and for the payment of principal and interest on bonds issued for such purposes. King County issued this in 2026 at a rate of 15 cents per \$1,000 of AV, which is estimated to generate approximately \$275 million during the biennium. The 2026-2027 budget, Ordinance 20023, Section 102, includes eleven expenditure restrictions and five provisos designating the use of County Hospital Levy revenue.

Parking at Harborview. Parking at Harborview is available in three locations: the Patricia Steel Building, the Ninth and Jefferson Building, and at the View Park garage.² Historically, parking at Harborview has been constrained and is anticipated to become more so during construction of the new bed tower due to increased construction staffing and the necessity of demolishing the View Park 1 garage.

In September 2025, the Executive transmitted a proviso response documenting a parking alternatives analysis required by Ordinance 19956, Section 65, Proviso 2.³ This analysis

² Harborview Visitor Guide, Parking indicated by orange circles indicating P1, P2, and P3. Accessed October 12, 2026. <https://www.uwmedicine.org/sites/stevie/files/2019-04/harborview-campus-map.pdf>

³ [King County - File #: 2025-RPT0106](#)

provided information requested, "regarding means to mitigate the parking challenges generated by construction on Harborview Medical Center campus and provide for potential future growth." It documented three sites under review for parking including the Boren Garage, the Ninth and Alder property⁴, and the new bed tower proposed to be constructed through the 2020 Bond. Other alternatives were considered but rejected as described on page 1 under Section A of the proviso report transmitted with Proposed Motion 2026-0295.

Report 2025-RPT0106 includes the required components of:

1. An analysis of alternatives to mitigate Harborview's parking shortage generated by construction and future growth;
2. Design options for parking at 9th and Alder;
3. The expected cost of providing limited parking within the new tower;
4. Feasibility and cost of providing connectivity from View Park II to the new tower;
5. Documentation of efforts to reduce staff parking demand; and
6. A calendar with milestones outlining the different phases of parking through construction.

However, the selected parking project was not identified at that time, therefore the councilmembers requested a new proviso during the 2026-2027 Biennial Budget, the full language of which is provided below.

Proviso language. The 2026-2027 Biennial Budget included a proviso (Ordinance 20023, Section 132, Proviso P7) that withheld \$97,000,000 from the Capital Improvement Program budget:

"Of this appropriation for county hospital capital, \$97,000,000 shall not be expended or encumbered until the executive transmits a plan for the selected parking garage project to address parking issues at Harborview Medical Center and a motion that should acknowledge receipt of the plan, and a motion acknowledging receipt of the plan is passed by the council. The motion should reference the subject matter, the proviso's ordinance, ordinance section, and proviso number in both the title and body of the motion.

The plan shall include, but not be limited to:

- A. Description of the engagement process with University of Washington, the Harborview board of trustees, and the Harborview Medical Center administration to identify the plan;*

⁴ The property at Ninth and Alder was purchased through the appropriation of 2020 Bond dollars authorized by Ordinance 19790 in July 2024.

- B. How parking revenue was factored into the analysis to determine which parking solution to select; and*
- C. A timeline for the design and construction of the parking garage project.*

The executive should electronically file the plan and a motion required by this proviso by March 30, 2026, with the clerk of the council, who shall retain an electronic copy and provide an electronic copy to all councilmembers, the council chief of staff, and the lead staff for the committee of the whole or its successor.”

The deadline for the proviso transmittal was changed from March 30, 2026, to June 30, 2026, in Ordinance 20086.

Timing Considerations. Executive staff indicate that the plan is to break ground on the selected parking project in January 2027 if Proposed Motion 2026-0295 is approved in time. The guaranteed maximum price on the project will be negotiated around the end of November 2026, and appropriation will be needed at that time. Therefore, action on the proposed motion is requested in October or November.

ANALYSIS

Key Issue A. Proviso Response. The 2026-2027 biennial budget included a request to use \$107 million of County Hospital Levy dollars for a parking garage project at Harborview. However, at the time of transmitting the budget in 2025, the Executive had yet to decide on the selected parking garage project. A parking alternatives analysis was transmitted to Council by Report 2025-RPT0106 in September 2025, and Harborview was still in the process of determining the parking demand calculations that would inform the selected parking project.⁵ As a result, Council included a proviso on the Capital Improvement Program budget of \$97 million⁶ that would be released when the Executive transmitted a plan, and Council passed a motion acknowledging receipt of the plan, for the selected parking garage project to address parking issues at Harborview.

Proposed Motion 2026-0295 was transmitted on September 24, 2026, in response to this proviso. In addition to acknowledging receipt, Council passage of the proposed motion would release \$97 million in restricted appropriation in the Capital Improvement Program appropriation.

⁵ These calculations were published Oct 15, 2025 HMC Parking Demand Forecast, <https://acrobat.adobe.com/id/urn:aaid:sc:US:c2b26145-ee20-479b-817a-ed3428a02e5d>

⁶ \$97 million was restricted by this proviso because Executive staff indicated that only \$10 million would be needed to be spent in 2026 until the selected parking garage project was identified.

As noted previously, Executive staff state that the proposed motion refers to the transmitted Attachment A as an "analysis" instead of a plan because the Executive's "plan" was transmitted in the proposed supplemental budget currently before Council in the Harborview 2020 Prop 1 Bond Fund request for \$145 million of appropriation authority to support the construction of a new underground parking garage at Ninth & Alder.⁷ Attachment A to Proposed Motion 2026-0295 is referred to as a report in this staff report.

Executive staff state that the report in Attachment A was developed by King County staff with review and input from UW Medicine staff at Harborview. The following sections provide an overview of how the transmitted materials respond to the required proviso sections.

A. Description of the engagement process with University of Washington, the Harborview board of trustees, and the Harborview Medical Center administration to identify the plan;

The report states that the engagement process with the parties included regular updates at the monthly Capital Project Oversight Committee meetings to engage the University of Washington, including Harborview Medical Center administration, and the Harborview Board of Trustees. The director of the Harborview Construction and Infrastructure Division also meets weekly with the Harborview CEO to discuss projects, including parking. Additionally, King County staff participated in a "sponsor group" consisting of King County and UW Medicine staff at Harborview, "to oversee the study and feasibility of potential sites for new or expanded parking garage(s) under the Harborview Bond Program. This study was completed in October 2025."⁸ The study determined that parking demand would increase through 2040, with overall growth from 2,097 to 2,817 stalls.

The engagement process resulted in three alternatives for a proposed project at the Ninth and Alder location to solve the parking issues resulting from a constrained campus, removal of the View Park I garage when the Tower construction begins, and a general need for additional parking on the Harborview Campus in the coming years. Section A of the transmitted report provides an overview of these three alternatives, including:

Alternative 1: A standalone garage-only facility. This was determined to be infeasible because it is likely not an allowable use for the Ninth and Alder site under the Yesler Terrace land use requirements.

Alternative 2: A garage facility with a five or six-story medical office building (MOB) on top. This is the preferred use as described below.

⁷ Proposed Ordinance 2026-0282

⁸ The parking demand analysis was completed by HMC and is linked here:

<https://acrobat.adobe.com/id/urn:aaid:sc:US:c2b26145-ee20-479b-817a-ed3428a02e5d>

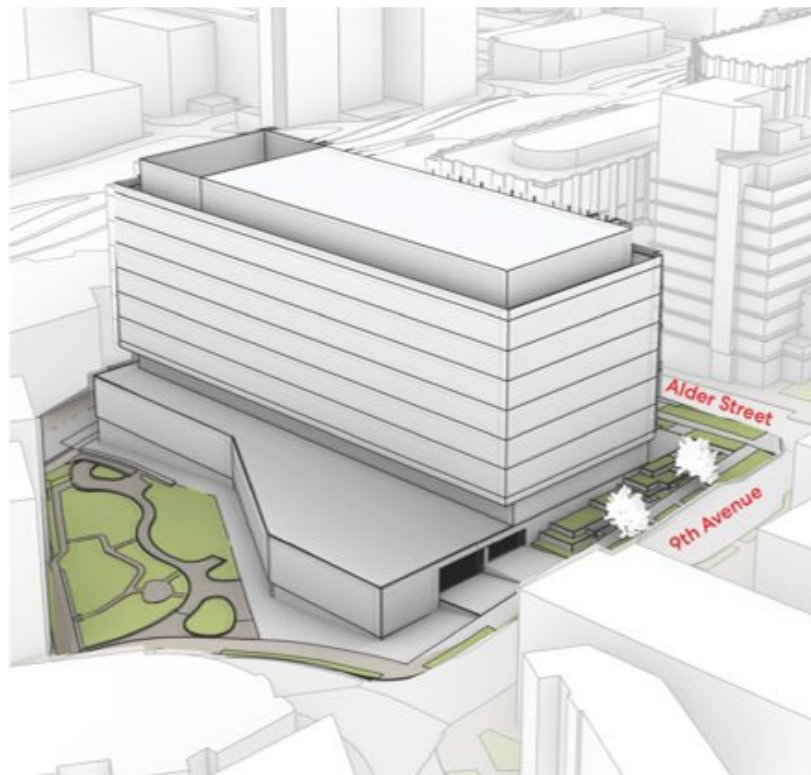
Alternative 3: A garage facility with a 19-story medical tower on top. Determined to be infeasible because of the significant cost and long-term planning requirements.

The report states that the parties determined that the best use of the Ninth and Alder location is a garage and medical office building as described in Alternative 2 because it "provides a balanced, mid-term strategy by controlling capital costs, reducing project risks, and delivering needed parking capacity sooner than in long-range development scenarios." The report states that this project is estimated to cost approximately \$189 million. The preliminary project scope is defined as:

1. A parking garage built to the maximum allowable remaining parking within Yesler Terrace's zoning (currently recognized as 749 stalls), with necessary life safety, ventilation, egress, security, and elevators. Executive staff believe 700-730 stalls will fit on 6 levels of parking.⁹
2. Structural, electrical, plumbing, and mechanical systems to support a MOB expected to be five or six stories, depending on the high-rise requirements.

Figure 1 below, shows an early vision of the proposed Alternative 2 garage included in the transmitted report (see Report Figure 2).

Figure 1. Graphic of six-level below-grade parking garage, and future seven-story MOB.



⁹ Executive staff believe that building an additional level for 20 stalls would be impractical due to the cost of additional excavation for a small number of stalls.

B. How parking revenue was factored into the analysis to determine which parking solution to select; and

The report states that Harborview subsidizes patient and visitor parking to serve the mission population, but it charges staff market rate. The report states that, "Parking expenses at Harborview exceed revenue and therefore do not produce a revenue stream capable of subsidizing parking garage construction costs. Harborview operating funds are not a proposed source of funding for the garage, nor has it been proposed that the County be responsible for operations costs once the garage is open." This indicates, and Executive staff confirmed, that parking revenue was not a significant factor in the analysis to determine which parking solution to select because it could not be a source of funding for the garage.

The report provides information from an analysis that UW Medicine leadership at Harborview conducted indicating parking revenue in 2025 was \$7 million, and is expected to increase by 28%, to \$9 million annually, when both the Ninth and Alder and New Tower garages are open. Figure 4 in the report shows Harborview parking revenue calculations from 2025-2032. Figure 4 is shown in a larger format in Attachment 3 to the staff report.

C. A timeline for the design and construction of the parking garage project.

Section C of the report shows the anticipated timeline for the parking garage design, permitting, and construction. Figure 5 in the report shows a graphic image of this timeline, which is shown in a larger format for readability in Attachment 3 to this staff report. Executive staff state that the construction timeline was developed by Mortenson and the start date was "provided by the Harborview Construction and Infrastructure Division (HCID) based upon our belief that the Master Use Permit (MUP) can be approved by the end of this year." The MUP was planned to be submitted to the City of Seattle on October 15, 2026. If the MUP is approved by the end of 2026, and the supplemental budget request is approved, then groundbreaking could occur at the end of January 2027.¹⁰ The estimated opening date of the new garage is June 28, 2028, according to the timeline.

Conclusion. The transmitted proviso, in combination with the follow-up information provided by Executive staff to Council Staff and included in this staff report, appears to be responsive to the proviso requirements. The report in Attachment A provides an overview of the engagement process to identify the selected parking plan, a description of how parking

¹⁰ Executive staff indicate that there are construction easements necessary for the property that Executive staff are currently in the process of acquiring.

revenue was factored into the analysis to determine which parking solution to select, and an overview of the design and construction timeline.

It is a policy choice for the Council to determine whether the information provided in the letter and in this staff report is sufficient to adopt the proposed motion and release the withheld \$97 million.

INVITED

- Tony Wright, Director, Harborview Construction and Infrastructure Division
- Jeff Muhm, Special Advisor to the Executive's Leadership Team
- Darren Reddick, Facilities Executive, HMC

ATTACHMENTS

1. Proposed Motion 2026-0295 (and its attachment)
2. Transmittal Letter
3. Figures 4 and 5 of Attachment A



KING COUNTY

1200 King County Courthouse
516 Third Avenue
Seattle, WA 98104

Signature Report

Motion

Proposed No. 2026-0295.1

Sponsors Barón

1 A MOTION acknowledging the receipt of Harborview
2 Medical Center (HMC) Parking Alternatives Analysis to
3 address parking issues at Harborview Medical Center as
4 required by the 2026-2027 Biennial Budget Ordinance,
5 Ordinance 20023, Section 132, Proviso P7, as amended by
6 Ordinance 20086, Section 101.

7 WHEREAS, the 2026-2027 Biennial Budget ordinance, Ordinance 20023,
8 Section 132, Proviso P7, as amended by Ordinance 20086, Section 101, requires the
9 executive to transmit a plan on the parking garage project to address parking issues at
10 Harborview Medical Center, accompanied by a motion that should acknowledge receipt
11 of the applicable report, and

12 WHEREAS, Proviso P7 provides that \$97,000,000 shall not be expended or
13 encumbered until the executive transmits both the plan and the motion, and the motion
14 acknowledging receipt is passed, and

15 WHEREAS, Proviso P7, states the plan should contain a description of the
16 engagement process with the University of Washington, Harborview Board of Trustees,
17 and Harborview Medical Center administration, and

18 WHEREAS, Proviso P7, states the plan should include a discussion on how
19 parking revenue was factored into the analysis to determine which parking solution was
20 selected, and

21 WHEREAS, Proviso P7, states the plan should contain a timeline for the design
22 and construction of the parking garage project, and

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

24 The receipt of the Harborview Medical Center (HMC) Parking Alternatives
25 Analysis to address parking issues at Harborview Medical Center, Attachment A to this

- 26 motion, is hereby acknowledged in accordance with Ordinance 20023, Section 132,
27 Proviso P7, as amended by Ordinance 20086, Section 101.

KING COUNTY COUNCIL
KING COUNTY, WASHINGTON

Sarah Perry, Chair

ATTEST:

Melani Hay, Clerk of the Council

APPROVED this ____ day of _____, ____.

Girmay Zahilay, County Executive

Attachments: A. HMC Parking Alternatives Analysis Report

Harborview Medical Center Parking Alternatives Analysis Report

September 2026



King County

Summary

Addressing the existing parking shortage and planning for future growth at HMC requires investment in new parking garage construction.

This report was developed by King County staff with review and input from UW Medicine staff at Harborview. As required, this report provides: 1) a description of the engagement process with the University of Washington, Harborview Board of Trustees, and the Harborview Medical Center administration to identify the parking plan; 2) how parking revenue was factored into the analysis to determine which parking solution to select; and 3) a timeline for the design and construction of the parking garage project.

The subsections below are organized to follow the structure of the Proviso requirements.

Report Requirements

A. Description of the engagement process with University of Washington, the Harborview Board of Trustees, and the Harborview Medical Center administration to identify the plan;

King County continues to provide updates at the monthly Capital Project Oversight Committee (CPOC) meetings to engage the University of Washington, including Harborview Medical Center administration, and the Harborview Board of Trustees.

Engagement also includes participation in a sponsor group (established by and comprised of King County and UW Medicine staff at Harborview Medical Center) to oversee the study and feasibility of potential sites for new or expanded parking garage(s) under the Harborview Bond Program. This study was completed in October 2025.

The Harborview Construction and Infrastructure Division (HCID) director also meets weekly with the Harborview chief executive officer to discuss updates on all Harborview projects, including the parking analysis.

The broader Bond Program—consisting of King County, UW Medicine staff at Harborview, and the design-builder—have sought a way to make meaningful progress on the parking deficit. As the King County Council is likely aware from the parking alternatives analysis submitted in 2025, the Program has studied and rejected a number of alternatives, including: 1) Demolishing and rebuilding the Boren Garage, which was rejected due to the high cost relative to the number of net new parking spaces, 2) a parking-only facility located at Ninth Avenue and Alder Street, which was rejected due to poor utilization of this recently purchased property, and 3) acquisition of adjacent parcels for construction of new parking, which was rejected due to zoning concerns and lack of availability. These decisions were made with the involvement and concurrence of UW Medicine staff at Harborview.

The October 2025 Parking Analysis Report included a continuation of the work outlined in the September 2025 report that detailed parking alternatives planning at the Ninth and Alder site, which was led by the Bond Program's design-builder Mortenson and Perkins&Will. The design-builder validated Yesler Terrace's parking capacity—which is governed by Yesler Terrace's zoning, not Harborview's Major Institution Master Plan (MIMP)—explored a maximum-capacity parking garage allowed under a complex zoning code and provided cost-estimating and project schedules for the parking alternatives.

The Yesler Terrace zoning code permits up to 1,350 total parking stalls, with what is believed to be 749 stalls remaining available for construction. The three alternatives below assume a six-floor parking garage, 263,280 building gross square feet, and 749 parking stalls. The design-builder's initial work focused on three alternative parking models that maximized the remaining allowable parking stalls within a functional design. All timelines discussed in this section include the assumption of a six-month permitting process, which HCID is actively partnering with the City of Seattle to minimize. Parking garage delivery dates and project costs are for garage-only construction:

- Alternative 1 – Garage only
- Alternative 2 – Garage and medical office building (MOB)
- Alternative 3 – Full new build with future vertical medical tower

Alternative 1 is limited to a standalone parking garage. The estimated project duration of design and construction is 25 months with a completion date of Q2 2028. This use is inconsistent with site maximization and likely not an allowable use for the site per Yesler Terrace's land use requirements. As a result, this option was not pursued.

Alternative 2 optimizes the site by capturing the largest feasible footprint for the design of a parking garage and a five or six-story MOB. A potential future MOB could co-locate behavioral health and primary care services to promote clinical integration and could provide additional space to address the forecasted growth in hospital programs and services. The estimated duration for the parking garage and MOB design as well as the parking garage-only construction is 26 months, with anticipated construction completion in Q3 2028. HCID anticipates success in working with the City of Seattle and the design-build team to expedite permits for this project and to accelerate project construction delivery by the end of Q2 2028.

Alternative 3 offers full-site utilization through a parking garage and provision for a future 19-story medical tower. Its significant cost and long-term planning requirements make it unsuitable for the site's current and midrange operational needs. Harborview's operational analysis noted that the site would not be optimally suited for inpatient use due to its distance from the existing inpatient capacity. The campus needs adjacencies to operate efficiently. As a result, the best use of the site is a MOB as described in Alternative 2. This option provides a balanced, mid-term strategy by controlling capital costs, reducing project risks, and delivering needed parking capacity sooner than in long-range development scenarios. The total project cost for Alternative 2 (garage portion) is approximately \$189 million and is described in more detail below.

The Alternative 2 preliminary project scope was defined as such:

1. A parking garage built to the maximum allowable remaining parking within Yesler Terrace's zoning (currently recognized as 749 stalls), with necessary life safety, ventilation, egress, security (e.g., access, closed circuit television [CCTV], and communication), and conveyance (elevators) to assure a safe, accessible facility with easy connection to the intersection of Ninth and Alder. HCID believes 700-730 stalls will fit on 6 levels of parking, and building an additional level for only 20 stalls would be impractical due to the cost of additional excavation for a small number of additional stalls.
2. Structural, electrical, plumbing, and mechanical systems to support a MOB expected to be five or six stories, depending on the high-rise requirements.

The maximum number of stalls represents the Phase I parking estimate. This is the number of stalls that will initially be designed and constructed while the building is a parking-only facility. Upon commencement of Phase II, a number of stalls will need to be decommissioned in order to make room for the loading dock

facility that will be necessary to support the MOB functions. This could be as many as 80 stalls, but that number will not be known until Phase II is approved by the City.

Schematic Design of Alternative 2 and Future Project Options

The project team examined several options consistent with the concept of a parking facility and MOB and considered parking garages that varied in number of stalls, ranging from four stories with 438 stalls to six stories with 700-730 stalls. The greatest maximization of space and cost appears to be a six-story parking garage with 700-730 stalls. The number of stalls in the chosen version is being presented as a range here as the final number of stalls will be dependent upon the ultimate entitlements provided by the City. The various sizes of garage and costs are summarized below:

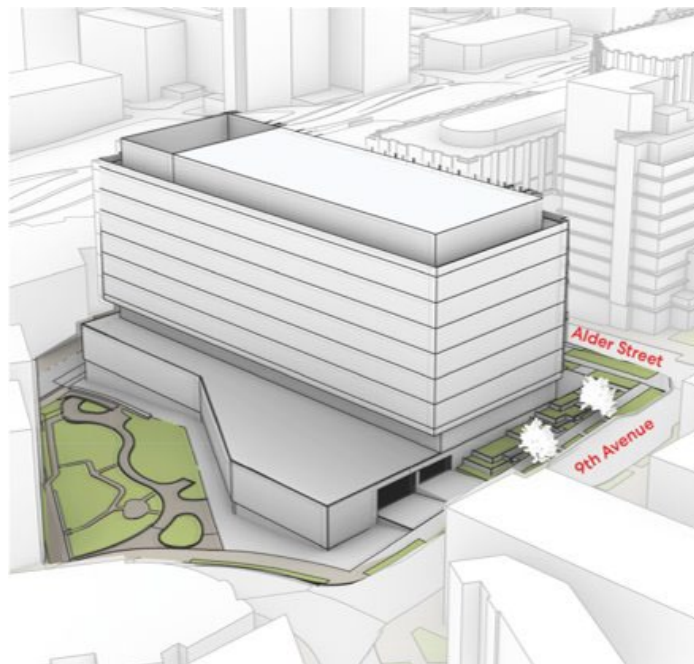
Figure 1 - Garage Options¹

	Option 1	Option 2	Option 3	Revised Option 2
Stalls	429	586	700-730	586
Floors	4	5	6	5
Total Project Cost	\$151M	\$166M	\$185M	\$164M

After considering these options, evaluating the need for additional parking on campus, and further discussions with UW Medicine leadership at Harborview, the Executive directed HCID staff to begin design development (the second phase of design), with the expectation that this proviso report and a supplemental appropriation request would follow. Specifics of the proposal are in development, and HCID expects that permits will be filed with the City of Seattle in October 2026.

Figure 2 illustrates an initial concept for the finished future garage and building:

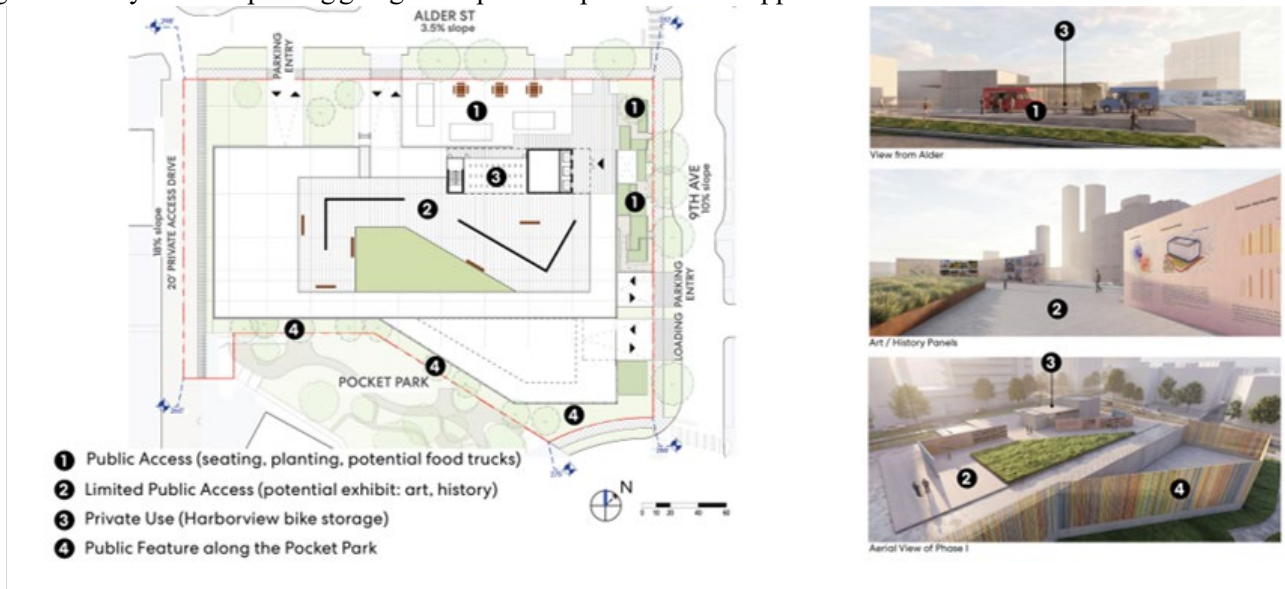
Figure 2 - Early vision of six-level below-grade parking garage, and future seven-story medical office building



Due to parking's critical impact on the New Tower timeline, the Executive directed HCID to pursue a design that would allow for funding the parking portion of the project (Phase I) without precluding addition of the MOB when funding can be identified. However, the future MOB would also be a significant investment. Making a choice on the final funding package at this point would be premature.

The Phase I version of this building may be a parking-only facility until a future MOB is funded and constructed. Additionally, the property will have a unique connection to the Yesler Terrace community and the adjacent pocket park. The design-build team has been directed to place a high priority on both aspects of the project with regard to its connection to the Yesler Terrace community and the necessary ability to support future MOB spaces. Initial visioning is included below.

Figure 3 - Early vision of parking garage with possible public access opportunities



B. How parking revenue was factored into the analysis to determine which parking solution to select

Due to serving the mission population, Harborview heavily subsidizes patient and visitor parking, but it charges market rate for staff parking. Due to the high traffic in and around campus, Harborview also has significant costs associated with staff parking, including paying for off-site parking and shuttling. Parking expenses at Harborview exceed revenue and therefore do not produce a revenue stream capable of subsidizing parking garage construction costs. Harborview operating funds are not a proposed source of funding for the garage, nor has it been proposed that the County be responsible for operations costs once the garage is open.

Based on an analysis done by UW Medicine leadership at Harborview, the 2025 revenue generated from parking fees totaled \$7 million. By 2032, when both the Ninth and Alder and New Tower garages open to parking operations, parking revenue is projected to increase by 28 percent, to \$9 million per year. Through the opening of these garages, HMC's campus will receive a net increase of 569 stalls, representing a 27 percent increase. The information in the following table summarizes the HMC parking revenue calculations.

Figure 4 - HMC parking revenue calculations (2025, 2027-2032)

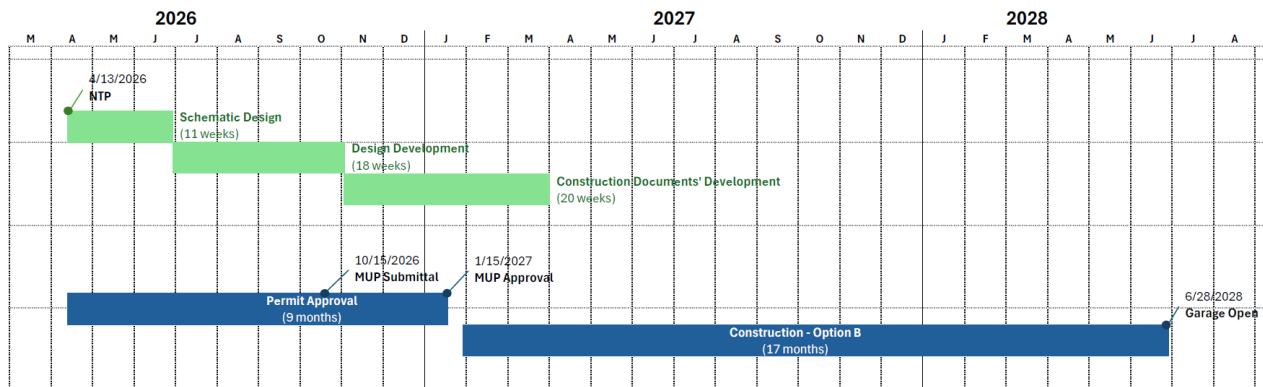
HMC Parking Financial Management Report by Year (FY23-35)											
	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	FY35
Total Operating Revenue	6,966,743	7,387,379	7,858,760	7,970,467	8,279,610	8,371,310	8,543,579	9,008,023	9,172,988	9,315,094	9,630,848
Operating Expenses											
Total Salaries & Benefits (Labor Expense)	1,315,092	1,468,104	1,504,806	1,646,026	1,735,309	1,778,692	1,823,159	1,868,738	1,915,456	1,963,343	2,012,426
Medical Supplies	1,687	684	701	719	737	755	774	793	813	834	854
Purchased Services	1,704,624	1,989,253	2,038,985	2,089,960	2,142,209	2,195,764	2,250,658	2,306,924	2,364,597	2,423,712	2,484,305
Other Expense	2,160,516	3,974,269	4,319,792	4,403,587	4,489,476	4,577,513	4,741,905	4,836,252	4,932,959	5,032,083	5,133,685
Depreciation (current)	471,501	433,061	84,185	84,185	80,845	46,525	290	290	290	290	290
Total Operating Expenses	5,653,421	7,865,372	7,948,470	8,224,476	8,448,575	8,599,249	8,816,786	9,012,998	9,214,116	9,420,262	9,631,561
Income (Loss) from Operations	1,313,322	(477,993)	(89,710)	(254,010)	(168,966)	(227,939)	(273,206)	(4,976)	(41,128)	(105,168)	(713)

Parking revenue is based on projected parking demand for each year and includes modest annual parking rate increases. The analysis assumes the new 700-730-stall garage will provide additional parking capacity to replace the 420 stalls that will be lost from View Park I and II when construction of the New Tower begins. Expenses include maintenance, utilities, parking control and payment of system costs, valet services, off-site parking garage rental, and shuttle services. Rental of the off-site employee parking garage began in late 2025.

C. Design and Construction Timeline

Figure 5, below, summarizes the anticipated timeline and phases for the development of a solution to address parking deficits during construction on campus.

Figure 5 - Timeline for parking garage design and construction, and MOB design.



Conclusion

While not as visible or transformative as other investments, the construction of new parking is essential to the success of the Harborview Bond Program. Without adequate parking, patients will face significant barriers to accessing the services and facilities the Program is intended to support, with those barriers likely to fall disproportionately on underserved patients who may have fewer transportation options for accessing campus.

The construction of approximately 980 stalls of new parking, combined with the demolition of approximately 420 stalls in View Park I and II, will allow for the construction of a net new approximately 550

stalls, marking a significant increase in available parking. As services continue to grow, additional parking will be needed in the future.

¹ All garages will lose some parking in Phase II when the Medical Office Building is constructed due to the need to convert a portion of parking into loading dock facilities.



Executive Girmay Zahilay

Chinook Building, CNK-EX-0800
401 Fifth Avenue, Suite 800
Seattle, WA 98104-2391

September 24, 2026

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

Dear Councilmember Perry:

This letter includes the Harborview Medical Center (HMC) Parking Alternatives Analysis required by Ordinance 20023, Section 132, Proviso P7, as amended by Ordinance 20086, Section 101. It provides the information requested regarding a plan for the selected parking garage project to address parking issues generated by construction on the HMC campus and provide for potential future growth.

Hospitals have unique parking needs, as patients and staff often have limited flexibility in how and when they travel, particularly at safety-net hospitals like Harborview, which serve vulnerable populations and provide round-the-clock care. The HMC campus currently has 2,137 parking stalls. Roughly 60 percent are allocated to staff parking (1,335), and the remaining are allocated to visitor and patient parking (873). There is a parking deficit of roughly 70 stalls between the current available parking and current demand. Because of this, it is often very difficult to park on campus at Harborview. Post-visit satisfaction surveys from the medical center indicate patients arriving for a clinic appointment can circle the parking garages for 30 minutes or more looking for an available space during peak hours. This has often made patients late for appointments or forced them to reschedule, which can impact their access to care. Parking in the surrounding neighborhoods, particularly Yesler Terrace, is also negatively affected.

The planned construction and opening of a new hospital tower under the Harborview Bond Program will exacerbate the existing parking shortage in several ways:

- Construction will require demolition of the View Park I garage and modification of the View Park II garage, resulting in the elimination of between 340 and 500 spaces (with the current estimate being 420).
- Due to growth in patient volumes, there is an expected increase in parking demand of more than 200 spaces between the current demand and the expected demand in 2032, when the New Tower opens.

One of the project's primary focuses is to implement a plan that addresses parking demand prior to the reduction of parking spaces that results from breaking ground on the New Tower.

The Honorable Sarah Perry
September 24, 2026
Page 2

Thank you for your consideration of this letter.

If your staff have questions, please contact Anthony Wright, Director, Harborview Construction and Infrastructure at 206-263-1320.

Sincerely,

A handwritten signature in black ink, appearing to read 'Karan Gill', with a stylized flourish at the end.

for

Girmay Zahilay
King County Executive

Enclosure

cc: King County Councilmembers

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

Melani Hay, Clerk of the Council

Karan Gill, Deputy King County Executive, Office of the Executive

Jasmin Weaver, Chief of Staff, Office of the Executive

Hyeok Kim, Chief Operating Officer, Office of the Executive

Sierra Howlett Browne, Director of Government Relations, Office of the Executive

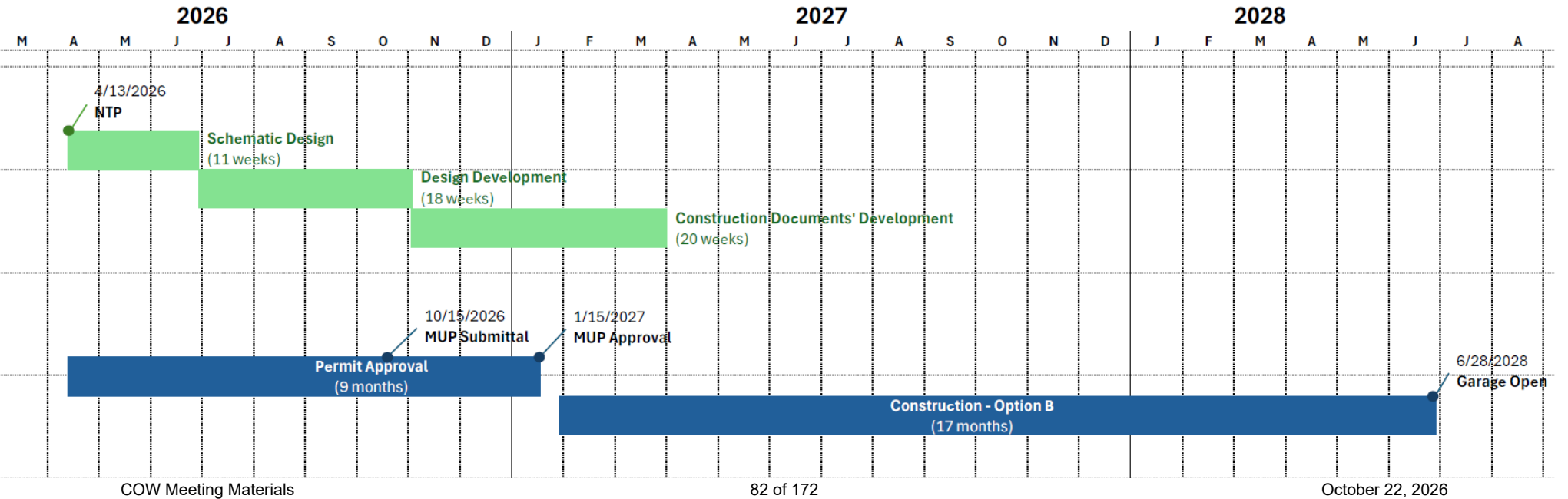
Garrett Holbrook, Council Relations Manager, Office of the Executive

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

Figure 1 - HMC parking revenue calculations (2025, 2027-2032)

HMC Parking Financial Management Report by Year (FY23-35)											
	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	FY35
Total Operating Revenue	6,966,743	7,387,379	7,858,760	7,970,467	8,279,610	8,371,310	8,543,579	9,008,023	9,172,988	9,315,094	9,630,848
Operating Expenses											
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Total Operating Expenses	5,653,421	7,865,372	7,948,470	8,224,476	8,448,575	8,599,249	8,816,786	9,012,998	9,214,116	9,420,262	9,631,561
Income (Loss) from Operations	1,313,322	(477,993)	(89,710)	(254,010)	(168,966)	(227,939)	(273,206)	(4,976)	(41,128)	(105,168)	(713)

Figure 2 - Timeline for parking garage design and construction, and MOB design.





King County

Committee of the Whole

October 27, 2026

**Agenda Item No. 8
Briefing No. 2026-B0127**

Harborview Bond Project Progress

**Any materials for this item will be available at a later
time.**



Metropolitan King County Council Staff Report

Committee:	Committee of the Whole		
Agenda Item:	9	Analyst(s):	Brandi Paribello
Proposed No.:	2026-0316	Meeting Date:	October 27, 2026

OVERVIEW

TOPIC: A Return to Office plan in response to Ordinance 20086, Section 101, Proviso P8, and a proposed motion that would acknowledge receipt of the report.

LEGISLATION SUMMARY

Ordinance 20086, adopted on June 23, 2026, required the King County Executive to transmit a plan on the Return to Office (RTO) initiative to the King County Council, by September 30, 2026. The information in Attachment A, Return to Office Initiative Plan, responds to the requirements outlined in the proviso and includes details related to planned department locations within county spaces, number of work points needed by department, and costs associated with the initiative.

KEY ISSUES FROM THE ANALYSIS

Council staff have not identified any outstanding issues. The RTO plan appears to be responsive to the proviso.

BACKGROUND & TIMING CONSIDERATIONS

[↑ BACK TO TOP](#)

Background. In August 2024, former King County Executive Dow Constantine announced a Return to Office (RTO) initiative that asked Executive departments and agencies to develop plans for employees to be on site three days per week. In January 2026, current King County Executive Girmay Zahilay made the three days per week mandatory and began developing plans to provide work sites for Executive branch employees.

The 2026 1st Omnibus included expenditures related to the RTO initiative. In the final adopted ordinance, the King County Council included a proviso which required Executive to transmit a plan on the return to office initiative to the Council by September 30, 2026.

Proviso language. Ordinance 20086, Section 101, Proviso P8 states:

“Of this appropriation for building repair and replacement, for capital project 1152282, DES FMD BRR 2026 RTO Parent, \$2,421,000 shall not be expended or encumbered until the executive transmits a plan on the return to office initiative and a motion that should acknowledge receipt of the plan, and a motion acknowledging receipt of the plan is passed by the council. The motion should reference the subject matter, the proviso's ordinance, ordinance section, and proviso number in both the title and body of the motion.

The plan shall include, but not be limited to:

A. A description of where each department's staff will be located within all county spaces and identification of which department's staff will occupy facilities renovated with project 1152282 moneys, and the location where department staff are being relocated from;

B. The total number of work points needed by each department and division and the number of employees in each division working in the office one, two, three, four, or five days per week;

C. The total number of move-in ready work points available as of June 1, 2026, the timeline for constructing additional work points, and a description of how the timeline for the return to office initiative requirements will align with construction of additional work points;

D. A description of how space and cost needs change depending on two versus three days working at the office, including both one-time costs and ongoing building maintenance costs;

E. An analysis of alternatives considered that would reduce costs associated with the return to office initiative, that would not require housing staff in mothballed buildings or renting office space, and could allow for shared space;

F. A timeline for staff returning to the office one, two, three, or more days per week beginning June 1, 2026;

G. A detailed accounting of return to office actual and proposed expenditures during the 2026-27 biennium;

H. A description of existing bargaining agreements with labor groups and information regarding if there will be additional bargaining related to the return to office initiative; and

I. Any current or planned exception policies to return to office policies.

The executive shall electronically file the plan and a motion required by this proviso by September 30, 2026, with the clerk of the council, who shall retain an electronic copy and provide an electronic copy to all councilmembers, the council chief of staff, and the lead staff for the committee of the whole or its successor."

ANALYSIS

[↑ BACK TO TOP](#)

A. A description of where each department's staff will be located within all county spaces and identification of which department's staff will occupy facilities renovated with project 1152282 moneys, and the location where department staff are being relocated from.

The Return to Office plan (the Plan) provides building occupancy information, by department, including a summary of changes on page 2 of the Plan. The Plan states that it represents a point in time count based on 2026-2027 adopted FTE.

The table on page 2 of the Plan indicates that the Department of Local Services (DLS) will have employees located in leased space in Snoqualmie. However, Council staff confirmed that the use of leased space in Snoqualmie is no longer under consideration and DLS is currently working with Real Estate Services (RES) to identify suitable space in the Pioneer Square area.

A table on page 3 of the Plan includes information identifying facilities renovated with project 1152282 moneys, including the location where department staff are being relocated from. Figure 1 below provides a representative example of the table.

Figure 1. Representative Example of Facilities Renovated with Project Moneys

Table 2 - Facilities renovated with project 1152282²

<i>Renovated Facility</i>	<i>Occupant</i>	<i>Relocated From</i>
Administration Building - Floor 5	DPH	• Chinook Building Floors 10 - 12 • Remote work
Chinook Building - Floor 2	KCIT	• Chinook Building floors 6 & 7 • Remote work
Dexter Horton Building - Floor 12 & 13	DHR	• Chinook Building 2nd floor • King Street Center 8th floor
Dexter Horton Building - Floor 14	DNRP	• King Street Center 6th floor • Remote work
King Street Center - Floor 8	DLS	• Remote work

It should be noted that Proposed Ordinance 2026-0282, known as the 2026 2nd Omnibus¹, includes the following proposed capital expenditures related to the RTO initiative:

- \$18.7 million total in additional appropriation authority for the Return to Office (RTO) Parent project.
 - Funded by FMD central rates, would support tenant improvements, furniture, building improvements, and technology infrastructure needed to create approximately 345 work points.
 - In the Dexter Horton Building, approximately 245 work points would be added.
 - DNRP would occupy Floors 8 and 11 with 220 new work points.
 - DHR, which is already on Floors 12 and 13, would expand and add 25 work points.
 - In the Administration Building, the proposal includes the necessary improvements to open one floor and approximately 100 work points.
 - The 2026 2nd Omnibus investments would also include the supporting infrastructure to make these spaces fully functional.
- The 2026 1st Omnibus allocated \$5.4 million to RTO efforts.

B. The total number of work points needed by each department and division and the number of employees in each division working in the office one, two, three, four, or five days per week.

Page 4 of the Plan provides a table that indicates the number of work points needed by each department and division to meet the RTO three-day a week requirement. Figure 2 on the next page is a representation of that table. Appendix A to the Plan provides a complete list of staff currently working in office one, two, three, four, or five days per week. Approximately 91% of Executive branch staff are in office three days per week.

¹ While no additional capital investments are anticipated by Executive staff in the 2026-2027 biennium beyond this proposal, there may be budget proposals contemplated as part of the 2028-2029 Biennial Budget.

Figure 2. Representative Table Indicating the Number of Work Points Needed

Table 3 - Total number of work points needed by each Department to meet the three-day a week requirement³

Department	Current Deficit (August 2026 Validation) <i>Data provided by Depts.</i>	Projected Remaining Deficit After Completion of 1 st Omnibus Projects and Associated Moves/Backfills
DAJD	-	-
DCHS	320	320
DES	138	138
DHR	-	-
DLS	85	-
DNRP	542	397
DPD	-	-
PHSKC	125	-
EO	-	-
KCIT	180	140
KCSO	-	-
Metro	200	200
TOTAL	1,590	1,195

C. The total number of move-in ready work points available as of June 1, 2026, the timeline for constructing additional work points, and a description of how the timeline for the return to office initiative requirements will align with construction of additional work points.

The Plan states that, as of June 1, 2026, all available work points were assigned to departments for their use. The Plan further indicates that construction will be done in phases and it provides a table, shown in Figure 3 below, with anticipated construction dates and in which budget ordinance expenditures are programmed.

Figure 3. Table Representing Construction of Work Points

Table 4 – Construction of additional work points⁵

Funding Source	Building - Floor	Work Points	Completion
1 st Omnibus	Administration - 5	107	September 2026
1 st Omnibus	Dexter Horton - 14	145	December 2026
1 st Omnibus	Dexter Horton – 12 & 13	202	Spring 2027
2 nd Omnibus	Dexter Horton - 12 (East Suite)	25	Spring 2027
	Dexter Horton - 11	100	Spring 2027
	Dexter Horton - 8	120	Summer 2027
	Admin (floor TBD)	100	Summer 2027

D. A description of how space and cost needs change depending on two versus three days working at the office, including both one-time costs and ongoing building maintenance costs.

The Plan compares space and cost needs between three days per week in the office and a rotating alternative where employees are in office two days per week one week, then three days per week the following week. Table 1 below is a summary provided on pages 5 and 6 of the Plan.

Table 1. Space needs and costs based on days-per-week

Days-per-week in office	Space needs	One-time costs	Ongoing building maintenance costs
Three/Two Rotating	Greater ability to accommodate employees within existing County space through desk sharing, hoteling, staggered schedules, and existing work points. Fewer additional work points would generally be required.	Lower relative costs because fewer new work points would need to be constructed and equipped. Costs may still include limited furniture reconfiguration, technology, and minor modifications to support shared seating.	Lower relative costs because fewer additional spaces or floors would need to be activated and operated. Existing occupied buildings would continue to incur normal maintenance, custodial, utility, security, and building-system costs.
Three	Higher peak demand for work points and less flexibility to rely solely on shared seating. Additional County space would need to be activated, existing space reconfigured, and some departments may require secondary or other space solutions.	Higher relative costs for tenant improvements, furniture, technology, moves, security, access controls, cleaning, and building-system work. The current first-phase RTO request for Dexter Horton and the Administration Building totals approximately \$5.44 million.	Higher relative costs because additional floors and buildings would be occupied and maintained. Incremental costs may include utilities, custodial services, security, building engineering, maintenance, and technology support.

According to the Plan, in April 2026, there was an estimated gap of approximately 1,436 work points under the three-day RTO planning scenario. While, proposed space activations, relocations, and backfills would reduce this gap, the Plan states additional work-point needs would remain and a “comparable space and cost analysis has not been completed using this deficit, so the full difference in one-time and ongoing costs between the two approaches has not yet been quantified.”²

E. An analysis of alternatives considered that would reduce costs associated with the return to office initiative, that would not require housing staff in mothballed buildings or renting office space, and that could allow for shared space.

The Plan states the following alternatives were considered to reduce costs:

- Desk sharing and hoteling rather than assigning one workstation to every hybrid employee.
- Staggered attendance schedules so different employees use the same work point on different days.
- Rotating two-day and three-day schedules on alternating weeks at locations that cannot accommodate all employees three days every week.
- Increasing work-point density by reconfiguring existing furniture.

Ultimately the Plan concludes that “these approaches have operational limitations . . . As a result, these strategies can reduce and potentially defer RTO-related costs but may not fully address all department space needs.”³

F. A timeline for staff returning to the office one, two, three, or more days per week beginning June 1, 2026.

A table beginning on page 7 of the Plan, which is represented in Figure 4 on the next page, provides a timeline for each Executive branch department.

² Page 6 of the Plan.

³ Page 7 of the Plan.

Figure 4. Representation of Timeline Table

Table 6 – Timeline for staff returning to office 3+ days/week⁷

Department	Routine onsite frequency	Timeline to routinely support 3+ days/week	Notes
Department of Adult and Juvenile Detention	3+ days/week	Already meeting requirement	No RTO-related work-point deficit reported.
King County Sheriff's Office	3+ days/week	Already meeting requirement	No RTO-related work-point deficit reported.
Executive Office	3+ days/week / existing onsite schedule	Already meeting requirement	No RTO-related work-point deficit reported; existing space is being reconfigured as needed.
Department of Human Resources	4–5 days/week for most staff	Already meeting requirement	No current RTO-related work-point deficit. DHR's planned move to Dexter Horton is a housing relocation rather than the date staff begin meeting the three-day requirement. Current

The following departments are already meeting the three-day requirement:

- Department of Adult and Juvenile Detention
- King County Sheriff's Office
- Executive Office
- Department of Human Resources
- Department of Public Defense

The following departments are expected to meet the three-day requirement by or before Summer 2027:

- Public Health – Seattle & King County
- King County Information Technology
- Department of Local Services
- Metro
- Department of Natural Resources and Parks

Two departments, DCHS and DES, are to be determined.

G. A detailed accounting of return to office actual and proposed expenditures during the 2026-27 biennium.

Figure 5 on the next page shows a table in the Plan which sets out expenditures.

Figure 5. Table of Expenditures

Table 7 – RTO expenditures⁸

Category	Status	Amount
Department RTO-specific operating expenditures through August 2026	Actual / estimated actual	Approximately \$1,200,000
1 st Omnibus – Project 1152282	Appropriated / planned	\$5,437,000
2 nd Omnibus – Project 1152282	Proposed	\$18,720,000
Total identified actual and proposed RTO expenditures		Approximately \$25.4M

H. A description of existing bargaining agreements with labor groups and information regarding if there will be additional bargaining related to the return to office initiative.

The Plan does provide summary information on bargaining agreements on pages 10 and 11. Most bargaining units have reached agreements on the three-day requirement. However, the Technical Employees Association (TEA) in Wastewater Treatment Division (WTD) has filed an Unfair Labor Practice charge that disputes the County’s ability to implement a decision on a 3-day per week RTO schedule.

I. Any current or planned exception policies to return to office policies.

The Plan states “there are no current or planned exception policies to the RTO initiative at this time.”⁴

Conclusion. Council staff have found no issues; the Plan appears to be responsive to the proviso.

INVITED

- Lisa K. Pearson, Director, Facilities Management Division

ATTACHMENTS

1. Proposed Motion/Ordinance 2026-0316 (and its attachment)
2. Transmittal Letter

⁴ Page 11 of the Plan.



KING COUNTY

1200 King County Courthouse
516 Third Avenue
Seattle, WA 98104

Signature Report

Motion

Proposed No. 2026-0316.1

Sponsors Barón

1 A MOTION acknowledging receipt of the plan on the
2 return to office initiative in King County, in accordance
3 with 2026-2027 Biennial Budget Ordinance, Ordinance
4 20023, Section 132, as amended by Ordinance 20086,
5 Section 101, Proviso P8.

6 WHEREAS, the 2026-2027 Biennial Budget Ordinance, Ordinance 20023,
7 Section 132, as amended by 20086, Section 101, Proviso P8, requires the executive to
8 transmit a plan on the return to office initiative for all county employees, and

9 WHEREAS, the plan shall include, but not be limited to:

10 A. A description of where each department's staff will be located within all
11 county spaces and identification of which department's staff will occupy facilities
12 renovated with project 1152282 moneys, and the location where department staff are
13 being relocated from;

14 B. The total number of work points needed by each department and division and
15 the number of employees in each division working in the office one, two, three, four, or
16 five days per week;

17 C. The total number of move-in ready work points available as of June 1, 2026,
18 the timeline for constructing additional work points, and a description of how the timeline
19 for the return to office initiative requirements will align with construction of additional
20 work points;

21 D. A description of how space and cost needs change depending on two versus
22 three days working at the office, including both one-time costs and ongoing building
23 maintenance costs;

24 E. An analysis of alternatives considered that would reduce costs associated with
25 the return to office initiative, that would not require housing staff in mothballed buildings
26 or renting office space, and could allow for shared space;

27 F. A timeline for staff returning to the office one, two, three, or more days per
28 week beginning June 1, 2026;

29 G. A detailed accounting of return to office actual and proposed expenditures
30 during the 2026-27 biennium;

31 H. A description of existing bargaining agreements with labor groups and
32 information regarding if there will be additional bargaining related to the return to office
33 initiative; and

34 I. Any current or planned exception policies to return to office policies, and

35 WHEREAS, Ordinance 20023, Section 132, as amended by 20086, Section 101,
36 Proviso P8 requires the executive to transmit the plan and a motion that acknowledges
37 receipt of the plan by September 30, 2026, and

38 WHEREAS, the executive has electronically filed a plan on the return to office
39 initiative, which is included as Attachment A to this motion, by September 30, 2026;

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

41 The council hereby acknowledges receipt of the plan on the return to office

- 42 initiative, Attachment A to this motion, as required by Ordinance 20032, Section 132, as
43 amended by Ordinance 20086, Section 101, Proviso P8.

KING COUNTY COUNCIL
KING COUNTY, WASHINGTON

Sarah Perry, Chair

ATTEST:

Melani Hay, Clerk of the Council

APPROVED this ____ day of _____, ____.

Girmay Zahilay, County Executive

Attachments: A. Return to Office Initiative Plan

Attachment A

Return to Office Initiative Plan

Responding to Ordinance 20086, Section 101, Proviso P8

September 30, 2026



King County

Summary

Ordinance 20086, adopted on June 23, 2026, requires the King County Executive to transmit a plan on the Return to Office (RTO) initiative to the King County Council by September 30, 2026. The information in this document responds to the requirements outlined in the proviso and includes details related to planned department locations within county spaces, number of work points needed by department, and costs associated with the RTO initiative.

Ordinance 20086, Section 101, P8 PROVIDED FURTHER THAT:

Of this appropriation for building repair and replacement, for capital project 1152282, DES FMD BRR 2026 RTO Parent, \$100,000 shall not be expended or encumbered until the executive transmits a plan on the return to office initiative and a motion that should acknowledge receipt of the plan, and a motion acknowledging receipt of the plan is passed by the council. The motion should reference the subject matter, the proviso's ordinance, ordinance section, and proviso number in both the title and body of the motion.

The plan shall include, but not be limited to:

- A. A description of where each department's staff will be located within all county spaces and identification of which department's staff will occupy facilities renovated with project 1152282 moneys, and the location where department staff are being relocated from;*
- B. The total number of work points needed by each department and division and the number of employees in each division working in the office one, two, three, four, or five days per week;*
- C. The total number of move-in ready work points available as of June 1, 2026, the timeline for constructing additional work points, and a description of how the timeline for the return to office initiative requirements will align with construction of additional work points;*
- D. A description of how space and cost needs change depending on two versus three days working at the office, including both one-time costs and ongoing building maintenance costs;*
- E. An analysis of alternatives considered that would reduce costs associated with the return to office initiative, that would not require housing staff in mothballed buildings or renting office space, and could allow for shared space;*
- F. A timeline for staff returning to the office one, two, three, or more days per week beginning June 1, 2026;*
- G. A detailed accounting of return to office actual and proposed expenditures during the 2026-27 biennium;*
- H. A description of existing bargaining agreements with labor groups and information regarding if there will be additional bargaining related to the return to office initiative; and*
- I. Any current or planned exception policies to return to office policies*

Report Requirements

- A. A description of where each department's staff will be located within all county spaces and identification of which department's staff will occupy facilities renovated with project 1152282 moneys, and the location where department staff are being relocated from;

Table 1 below provides building occupancy information, by Department, including a summary of changes. As shown in this table, many departments will remain in existing locations with additional spaces activated as needed to create work points for hybrid and remote workers returning to the office. This plan represents a point in time count based on 2026-2027 adopted FTE. As the County identifies new programs and priorities, new space may be required.

Table 1 – Department staff locations¹

Department	Summary	Building(s) to be Occupied
Adult and Juvenile Detention (DAJD)	Staff will remain primarily in existing spaces and are currently operating five days per week onsite with sufficient space.	• King County Courthouse • Yesler Building • Multiple correctional facilities throughout the County
Community and Human Services (DCHS)	Staff will remain primarily in existing spaces with additional work points added in the Chinook Building.	• Chinook Building • Northgate • Tukwila
Executive Office (EO)	Staff will remain primarily in existing spaces with reconfiguration of some work areas to provide additional work points.	• Chinook Building
Executive Services (DES)	Staff will remain primarily in existing spaces with additional work points added in the Dexter Horton Building.	• Chinook Building • Dexter Horton • King Street Center • Orcas Building • RCECC
Human Resources (DHR)	Relocating from existing spaces in the Chinook Building and King Street Center to the Dexter Horton Building	• Dexter Horton
Information Technology (KCIT)	Staff will remain primarily in existing spaces with additional work points added in the Chinook Building	• Chinook Building • King Street Center • Multiple operational sites throughout the County
Local Services (DLS)	Staff will continue utilizing spaces at the Earlington Building, expanding space at King Street Center, and adding work points in leased space in Snoqualmie	• Earlington Building • King Street Center • Snoqualmie (leased space)

Department	Summary	Building(s) to be Occupied
Metro	Staff will remain primarily in existing spaces with additional work points added in the King Street Center.	• King Street Center • Multiple operational sites throughout the County
Natural Resources and Parks (DNRP)	Staff will remain primarily in existing spaces with additional work points added in the Dexter Horton Building and the Parks North Maintenance Facility.	• King Street Center • Dexter Horton • Parks North Maintenance Facility (Woodinville) • Multiple operational sites throughout the County
Public Defense (DPD)	Staff will remain primarily in existing spaces with additional work points added in each location.	• Dexter Horton • Kent Valley Professional Center • Jefferson Street Building (Leased)
Public Health - Seattle & King County (PHSKC)	Staff will remain in existing spaces with minor furniture alterations, while additional space in the Administration Building will be used as a short-term location while long-term County space is prepared.	• Administration Building • Chinook Building
Sheriff's Office (KCSO)	Staff will remain primarily in existing spaces and are completely in office or currently operating three days per week onsite. Active space planning underway to house the Public Disclosure Unit.	• King County Courthouse • Blackriver Building • Multiple operational sites throughout the County

Table 2 below includes information identifying facilities renovated with project 1152282 moneys, including the location where department staff are being relocated from.

Table 2 - Facilities renovated with project 1152282²

Renovated Facility	Occupant	Relocated From
Administration Building - Floor 5	DPH	• Chinook Building Floors 10 - 12 • Remote work
Chinook Building - Floor 2	KCIT	• Chinook Building floors 6 & 7 • Remote work
Dexter Horton Building - Floor 12 & 13	DHR	• Chinook Building 2nd floor • King Street Center 8th floor
Dexter Horton Building - Floor 14	DNRP	• King Street Center 6th floor • Remote work
King Street Center - Floor 8	DLS	• Remote work

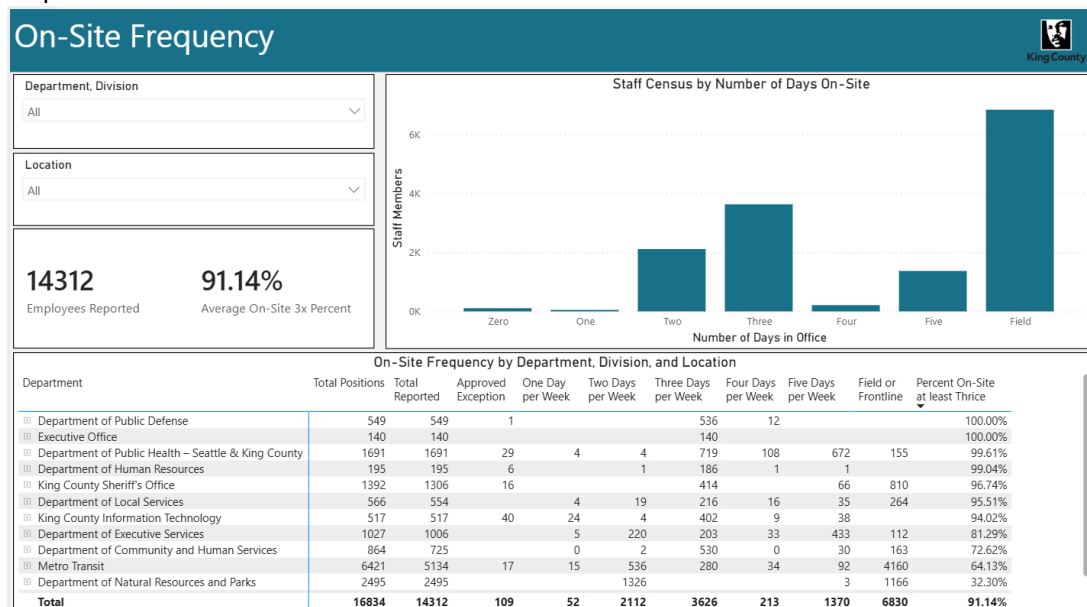
B. The total number of work points needed by each department and division and the number of employees in each division working in the office one, two, three, four, or five days per week;

Table 3 below provides the number of work points needed by each department and division to meet the RTO three-day a week requirement.

Table 3 - Total number of work points needed by each Department to meet the three-day a week requirement³

Department	Current Deficit (August 2026 Validation) <i>Data provided by Depts.</i>	Projected Remaining Deficit After Completion of 1 st Omnibus Projects and Associated Moves/Backfills
DAJD	-	-
DCHS	320	320
DES	138	138
DHR	-	-
DLS	85	-
DNRP	542	397
DPD	-	-
PHSKC	125	-
EO	-	-
KCIT	180	140
KCSO	-	-
Metro	200	200
TOTAL	1,590	1,195

Departments also provided information⁴, by Division, to show the number of employees currently working in the office one, two, three, four, or five days per week. The information provided by Departments was used to create the dashboard shown below, with information rolled up to the Department level.



A complete list of Department and Division staff currently working in office one, two, three, four, or five days per week is attached to this report as Appendix A.

C. The total number of move-in ready work points available as of June 1, 2026, the timeline for constructing additional work points, and a description of how the timeline for the return to office initiative requirements will align with construction of additional work points;

As of June 1, 2026, all available work points were assigned to departments for their use.

Because construction and moves will occur in phases, all departments were not able to meet a uniform three-day requirement beginning June 1, 2026. The RTO implementation schedule must therefore align individual department requirements with the date on which sufficient compliant space becomes available. Construction of additional work points are planned in phases as outlined in Table 4 below.

Table 4 – Construction of additional work points⁵

Funding Source	Building - Floor	Work Points	Completion
1 st Omnibus	Administration - 5	107	September 2026
1 st Omnibus	Dexter Horton - 14	145	December 2026
1 st Omnibus	Dexter Horton – 12 & 13	202	Spring 2027
2 nd Omnibus	Dexter Horton - 12 (East Suite)	25	Spring 2027
	Dexter Horton - 11	100	Spring 2027
	Dexter Horton - 8	120	Summer 2027
	Admin (floor TBD)	100	Summer 2027

D. A description of how space and cost needs change depending on two versus three days working at the office, including both one-time costs and ongoing building maintenance costs;

Space needs and costs change depending on two versus three days working at the office as shown in Table 5 below. The two-day option would generally require fewer new work points and lower one-time activation costs. The three-day option requires activation of additional County space and potentially leased space, together with ongoing building operation and maintenance costs.

Table 5 – Space needs and costs based on days-per-week⁶

Days-per-week in office	Space needs	One-time costs	Ongoing building maintenance costs
Three/Two Rotating	Greater ability to accommodate employees within existing County space through desk sharing, hoteling, staggered	Lower relative costs because fewer new work points would need to be constructed and equipped. Costs may still include limited furniture reconfiguration,	Lower relative costs because fewer additional spaces or floors would need to be activated and operated. Existing occupied buildings

Days-per-week in office	Space needs	One-time costs	Ongoing building maintenance costs
	schedules, and existing work points. Fewer additional work points would generally be required.	technology, and minor modifications to support shared seating.	would continue to incur normal maintenance, custodial, utility, security, and building-system costs.
Three	Higher peak demand for work points and less flexibility to rely solely on shared seating. Additional County space would need to be activated, existing space reconfigured, and some departments may require secondary or other space solutions.	Higher relative costs for tenant improvements, furniture, technology, moves, security, access controls, cleaning, and building-system work. The current first-phase RTO request for Dexter Horton and the Administration Building totals approximately \$5.44 million.	Higher relative costs because additional floors and buildings would be occupied and maintained. Incremental costs may include utilities, custodial services, security, building engineering, maintenance, and technology support.

The primary cost difference between the two scenarios is driven by the number of additional work points and amount of space that must be activated to accommodate employees at the same time. A three/two rotating schedule provides greater flexibility to share existing work points across employees and days, while a three-day schedule creates greater overlap in attendance and therefore requires more physical capacity. The extent of the cost difference will vary by department based on staffing levels, existing space utilization, operational requirements, and the ability to use shared work points.

In April 2026, the County estimated a gap of approximately 1,436 work points under the three-day RTO planning scenario. Proposed space activations, relocations, and backfills would reduce this gap, though additional work-point needs would remain. A comparable space and cost analysis has not been completed using this deficit, so the full difference in one-time and ongoing costs between the two approaches has not yet been quantified.

E. An analysis of alternatives considered that would reduce costs associated with the return to office initiative, that would not require housing staff in mothballed buildings or renting office space, and could allow for shared space;

Alternatives considered to reduce costs associated with the Return to Office initiative include:

- Desk sharing and hoteling rather than assigning one workstation to every hybrid employee.
- Staggered attendance schedules so different employees use the same work point on different days.
- Rotating two-day and three-day schedules on alternating weeks at locations that cannot accommodate all employees three days every week.
- Increasing work-point density by reconfiguring existing furniture.

- Reusing serviceable workstations and furniture components where they meet current ergonomic and sit-stand requirements.
- Using underoccupied floors at Dexter Horton that require little or no tenant improvement.

These alternatives were considered as ways to maximize the use of existing County-controlled space and reduce the number of new work points that would need to be constructed and equipped. Shared work points, staggered schedules, and increased density can reduce peak space demand and help avoid or defer costs associated with new furniture, technology, tenant improvements, and additional office space. Prioritizing existing space at Dexter Horton that requires little or no tenant improvement similarly allows the County to add capacity at a lower cost than developing space that requires significant construction.

These approaches also have operational limitations. Shared work points and staggered schedules require coordination among departments and may not be appropriate for employees who need dedicated, secure, confidential, or specialized workspaces. In addition, the amount of additional capacity that can be created through furniture reconfiguration or increased density is limited by the physical configuration and building capacity of existing County space. As a result, these strategies can reduce and potentially defer RTO-related costs but may not fully address all department space needs.

King County will continue to face workspace constraints that limit its ability to accommodate all telework-eligible employees onsite three days each week. These constraints are concentrated primarily in DNRP, Metro, and DCHS and stem from a pandemic-driven reduction in county office space combined with a subsequent 24% growth in the workforce. To address these constraints the County is leveraging many of the alternative strategies identified above.

F. A timeline for staff returning to the office one, two, three, or more days per week beginning June 1, 2026;

Table 6 – Timeline for staff returning to office 3+ days/week⁷

Department	Routine onsite frequency	Timeline to routinely support 3+ days/week	Notes
Department of Adult and Juvenile Detention	3+ days/week	Already meeting requirement	No RTO-related work-point deficit reported.
King County Sheriff's Office	3+ days/week	Already meeting requirement	No RTO-related work-point deficit reported.
Executive Office	3+ days/week / existing onsite schedule	Already meeting requirement	No RTO-related work-point deficit reported; existing space is being reconfigured as needed.
Department of Human Resources	4–5 days/week for most staff	Already meeting requirement	No current RTO-related work-point deficit. DHR's planned move to Dexter Horton is a housing relocation rather than the date staff begin meeting the three-day requirement. Current

Department	Routine onsite frequency	Timeline to routinely support 3+ days/week	Notes
			Phase 1 schedule anticipates the DHR move in February 2027.
Department of Public Defense	3+ days/week / sufficient current capacity	Already meeting requirement	No current RTO-related work-point deficit. The 48-work-point need identified in April is no longer considered RTO-related; future space needs are associated with updated case standards.
Department of Community and Human Services	Approximately 2.5 days/week	TBD 2027	Current capacity supports an alternating three-day/two-day schedule for affected staff. The August validation identified an additional 320-work-point deficit to accommodate all applicable employees three days every week.
Public Health – Seattle & King County	Approximately 2.5 days/week	September 2026	Public Health reported a 125-work-point deficit. The 1 st Omnibus provides additional capacity in the Administration Building intended to address the identified RTO-related deficit. Planned Administration Building occupancy is September 2026.
King County Information Technology	Approximately 2.5 days/week	Spring 2027	The August validation identified a 180-work-point deficit. The 1 st Omnibus provides a minimum of approximately 40 additional work points through Chinook backfill, reducing the currently identified deficit to approximately 140. Additional reconfiguration of Chinook space is expected to further increase capacity. Current planning anticipates occupancy of the expanded Chinook floor 2 space in early 2027.
Department of Local Services	Approximately 2 days/week; some workgroups	Spring 2027	The August validation reduced the deficit from 120 to 85 work points. The remaining need is expected to be addressed through lease and backfill

Department	Routine onsite frequency	Timeline to routinely support 3+ days/week	Notes
	already operate 3 days/week		actions. DLS is scheduled to occupy some of DHR's vacated KSC floor 8 space following the DHR move, with the current move schedule targeting March 2027.
Metro	Approximately 2 days/week for affected office-based staff	Summer 2027	Metro's August validation reduced its estimated deficit from 405 to approximately 200 work points based on distributing three-day attendance across available work points. Additional workstations are planned at KSC
Department of Natural Resources and Parks	Approximately 2 days/week for much of the hybrid workforce; field and operational staff follow schedules based on operational requirements	Summer 2027	DNRP reported a 542-work-point deficit in August. The 1 st Omnibus provides approximately 145 work points on Dexter Horton floor 14, reducing the deficit to approximately 397, in December 2026. 2 nd Omnibus planning includes approximately 100 additional seats on Dexter Horton floor 8 and up to 100 seats on Dexter Horton floor 11, further reducing the deficit. Additional reconfigured, shared, or other space solutions will still be required to support three days per week for all applicable staff.
Department of Executive Services	Most divisions: 3 days/week FBOD and ORMS: Approximately 2 days/week.	TBD 2027	DES continues to report an estimated 138-work-point deficit. Current planning includes use of KSC backfill and other available County space.

G. A detailed accounting of return to office actual and proposed expenditures during the 2026-27 biennium;

As of August 2026, County departments estimate approximately \$1.2 million in RTO-specific operating expenditures. Additional identified expenditures include the 1st Omnibus appropriation,

Project 1152282, agency-specific RTO funding requests, and the proposed 2nd Omnibus activation of additional space in the Dexter Horton Building and an additional space in the Admin Building.

Table 7 – RTO expenditures⁸

Category	Status	Amount
Department RTO-specific operating expenditures through August 2026	Actual / estimated actual	Approximately \$1,200,000
1 st Omnibus – Project 1152282	Appropriated / planned	\$5,437,000
2 nd Omnibus – Project 1152282	Proposed	\$18,720,000
Total identified actual and proposed RTO expenditures		Approximately \$25.4M

H. A description of existing bargaining agreements with labor groups and information regarding if there will be additional bargaining related to the return to office initiative; and

Description of existing bargaining agreements provided by the Office of Labor Relations (OLR):

- All existing agreements for telework in Collective Bargaining Agreements (CBAs) align to management’s right to exercise reasonable discretion based on business reasons to allow, deny, change, or cancel telework agreements consistent with the County’s Telecommuting Policy⁹.
- OLR has one written agreement with Coalition employees at Department of Natural Resources and Parks (DNRP), with the exception of Appendix 459 Technical Employees Association (TEA) in Wastewater Treatment Division (WTD) that did not sign onto the agreement. TEA WTD has filed an Unfair Labor Practice charge that disputes the County’s ability to implement a decision on a 3-day per week RTO schedule. Their charge asserts that management does not have a right to modify the preexisting fully remote employee work schedule arrangements without fully bargaining the change to mutual agreement. County management denies that the assertion has merit.
- All other bargains have been related to impacts bargaining, resulting in informal agreements such as how employees should contact their Human Resource (HR) Manager if they need a reasonable accommodation and how to contact their supervisor if they have ergonomic needs that can be easily addressed, or their HR Manager if their ergonomic needs are more complex. Employees should also work with their supervisor if they need to modify their in-office schedule on occasion. If space needs are a problem, employees should notify their supervisor so they can take steps to address it.
- Some RTO impacts bargains have concluded, resulting in no written agreement but an understanding of how the existing telework agreements will apply to the current RTO expectations, and some negotiations remain ongoing.

DNRP RTO Agreement:

- The County (DNRP) and the Unions had previously negotiated the Green Where We Work (GWWW) MOA providing for “permanent” telecommuting on a daily basis for certain job

classifications. Signatory unions were notified of the County's intent to implement RTO. The parties met for impact bargaining in the Spring of 2026. The agreement reached with the GWWW signatory Unions establishes on-site work at three days per week on the timeline outlined below.

- The DRNP agreement covers the following CLA appendices:
 - 040 (PROTEC17)
 - 048 (PROTEC17)
 - 065 (PROTEC17)
 - 066 (PROTEC17)
 - 154 (Teamsters 117)
 - 156 (Teamsters 117)
 - 157 (Teamsters 117)
 - 159 (Teamsters 117)
 - 160 (Teamsters 174)
 - 275 (WSCCCE, Council 2, 1652R)
 - 461 (Teamsters 117)
- The agreement provides for employees to return to in-office work 1 day per week beginning March 30, 2026; 2 days per week beginning June 30, 2026; 3 days per week no earlier than January 1, 2027.
- Employees needing assistance to comply with RTO mandates will work with HR to identify options.
- Employees will sign and submit telecommuting agreements by June 30, 2026.
- The Unions and the County will meet monthly in Labor Management Committee to discuss ongoing RTO rollout.
- Unions withdrew outstanding grievances and information requests.
- County will bargain the impact of additional identified impacts to the extent required by law. To date there has been no additional impacts identified.

1. Any current or planned exception policies to return to office policies

There are no current or planned exception policies to the RTO initiative at this time.

¹ Table 1 – Department staff locations

² Table 2 - Facilities renovated with project 1152282

³ Table 3 - Total number of work points needed by each Department to meet three-day a week requirements

⁴ DCHS and KCIT employees on alternating 2-/3-day schedules are shown as "Three Days per Week" and average 2.5 on-site days per week. PHSKC data includes additional work points anticipated with the move to the Administration Building in Fall 2026.

⁵ Table 4 – Construction of additional work points

⁶ Table 5 – Space needs and costs based on days-per-week

⁷ Table 6 – Timeline for staff returning to office 3+ days/week

⁸ Table 7 – RTO expenditures

⁹ King County Telecommuting Policy [\[LINK\]](#)

Appendix A - Department and Division Staff Currently Working in the Office

Department	Division / Workgroup	Primary County Location(s)	Total Positions	Total Reported	Approved Exception	One Day per Week	Two Days per Week	Three Days per Week	Four Days per Week	Five Days per Week	Field or Frontline	Percent On-Site at least 3x/week
Department of Adult and Juvenile Detention	Total		944	856	1	0	0				855	100.00%
	CCFJC - Juvenile Detention	Total	164	164	0	0	0				164	100.00%
	KCCF - Adult Detention	Total	407	407	0	0	0				407	100.00%
	MRJC - Adult Detention	Total	228	228	0	0	0				228	100.00%
	Yesler - Community Corrections Division	Total	56	56	0	0	0				56	100.00%
	KC Courthouse - Adult Services	Total	89	1	1	0	0					
Department of Public Defense	Total		549	549	1			536	12			100.00%
	ACAD	Total	155	155				154	1			100.00%
	DO	Total	39	39	1			30	8			100.00%
	NDD	Total	131	131				130	1			100.00%
	SCRAPD	Total	91	91				90	1			100.00%
	TDAD	Total	133	133				132	1			100.00%
Executive Office	Total		140	140				140				100.00%
	Administration	Total	23	23				23				100.00%
	Budget and Grants	Total	41	41				41				100.00%
	Equity and Social Justice	Total	19	19				19				100.00%
	Office of Labor Relations	Total	16	16				16				100.00%
	Policy and Analysis	Total	41	41				41				100.00%
Department of Public Health – Seattle & King County	Total		1691	1691	29	4	4	719	108	672	155	99.61%
	Admin Services Div	Total	90	90	1			71		14	4	100.00%
	Community Health Services (CHS)	Total	585	585	3			162	20	384	16	100.00%
	Emergency Medical Services (EMS)	Total	150	150				42		10	98	100.00%
	Jail Health Services (JHS)	Total	240	240	4			24	70	142		100.00%
	Prevention (PREV)	Total	257	257	5	2		128	4	108	10	99.68%
	Environmental Health Services (EHS)	Total	180	180	11	1	2	115	14	11	26	99.12%
	Office of the Director (ODIR)	Total	78	78	1		1	72		3	1	98.70%
	Health Sciences (HSc)	Total	111	111	4	1	1	105				98.13%
Department of Human Resources	Total		195	195	6		1	186	1	1		99.04%
	Central Employee Svcs Div (CESD)	Total	96	96	4			91		1		100.00%
	HR Director's Office (DO)	Total	46	46	1			44	1			100.00%
	Human Resources Svc Delvry (HRSD)	Total	26	26				26				100.00%
	Career and Culture (CCD)	Total	27	27	1		1	25				96.15%
King County Sheriff's Office	Total		1392	1306	16			414		66	810	98.23%
	AFIS	Total	86	86	1			85				100.00%
	CID Leadership	Total	2	2				2				100.00%
	CID/Crime Analysts	Total	12	12				12				100.00%
	CID/Major Investigations Section (MIS)	Total	59	59	1			14			44	100.00%
	CID/Special Investigations Section (SIS)	Total	66	66				22			44	100.00%
	KCSO Leadership	Total	4	4				4				100.00%
	PFE Section Leadership	Total	2	2				2				100.00%
	PFE Section/Budget & Accounting	Total	18	18	1			17				100.00%
	PFE Section/Communications	Total	3	3				3				100.00%
	PFE Section/Community Engagement	Total	3	3				3				100.00%
	PFE Section/Contracting Unit	Total	1	1				1				100.00%
	PFE Section/Finance	Total	4	4				4				100.00%
	PFE Section/Policy & Analysis Unit	Total	3	3				3				100.00%
	POD Leadership	Total	3	3				3				100.00%
	POD/Burien	Total	45	45				3			42	100.00%
	POD/Covington	Total	18	18							18	100.00%
	POD/Kenmore	Total	14	14							14	100.00%

Appendix A - Department and Division Staff Currently Working in the Office

Department	Division / Workgroup	Primary County Location(s)	Total Positions	Total Reported	Approved Exception	One Day per Week	Two Days per Week	Three Days per Week	Four Days per Week	Five Days per Week	Field or Frontline	Percent On-Site at least 3x/week
	POD/Maple Valley	Total	20	20				1			19	100.00%
	POD/Muckleshoot	Total	17	17							17	100.00%
	POD/Newcastle	Total	12	12							12	100.00%
	POD/North Bend	Total	1	1							1	100.00%
	POD/PCT3 (Maple Valley)	Total	85	85				5			80	100.00%
	POD/Sammamish	Total	34	34				1			33	100.00%
	POD/SeaTac	Total	53	53				5			48	100.00%
	POD/Woodinville	Total	15	15				1			14	100.00%
	SOP Leadership	Total	2	2				2				100.00%
	SOP/Admin	Total	3	3							3	100.00%
	SOP/Air Support	Total	11	11							11	100.00%
	SOP/ARFF	Total	19	19							19	100.00%
	SOP/Bomb Disposal Unit	Total	2	2							2	100.00%
	SOP/K9	Total	2	2							2	100.00%
	SOP/Marine	Total	4	4							4	100.00%
	SOP/Metro	Total	95	95				6			89	100.00%
	SOP/TAC-30	Total	2	2							2	100.00%
	SS/Human Resources	Total	11	11				11				100.00%
	SSD/Admin Services/Inventory Control	Total	1	1				1				100.00%
	SSD/Admin Services/Property Management Unit	Total	21	21				17			4	100.00%
	SSD/Advanced Training Section	Total	13	13				4			9	100.00%
	SSD/Advanced Training Section/Range	Total	4	4							4	100.00%
	SSD/Communications Center	Total	101	101				101				100.00%
	SSD/Computer Resource Unit	Total	18	18				18				100.00%
	SSD/Records and Licensing Services	Total	20	20	13			7				100.00%
	SSD/Records Services Section	Total	10	10				10				100.00%
	SSD/Recruiting, BTU, & PIO	Total	47	47				12			35	100.00%
	SOP/Sound	Total	91	90				10			80	98.90%
	POD/PCT 4 (Burien)	Total	66	63				6			57	95.45%
	POD/PCT 2 (Sammamish)	Total	64	58				4			54	90.63%
	Internal Investigations Division	Total	9	8				8				88.89%
	POD/Shoreline	Total	67	55				6			49	82.09%
	SSD/Admin Services/Court Security	Total	127	66						66		76.36%
	SSD Leadership	Total	2									
Department of Local Services	Total		566	554		4	19	216	16	35	264	95.51%
	Director's Office/Admin	Total	76	76		2	2	56	5	5	6	98.33%
	Road Services Division	Total	441	434		2	3	159	10	26	234	96.97%
	Permitting	Total	44	44			14	1	1	4	24	68.18%
	Director's Office/Admin Vacancies	Total	5									
King County Information Technology	Total		517	517	40	24	4	402	9	38		94.02%
	Business & Finance	Total	14	14	1			13				100.00%
	Business & Operations - CSS	Total	70	70	1			40	6	23		100.00%
	Business & Operations - Directors Office	Total	3	3				2	1			100.00%
	Business & Operations - ITSM	Total	8	8	3			5				100.00%
	Business & Operations - Modern Workplace	Total	25	25	3			20		2		100.00%
	Enterprise Technology - Directors Office	Total	3	3				2	1			100.00%
	Enterprise Technology - EA	Total	2	2				2				100.00%
	Enterprise Technology - GIS Center	Total	32	32	1			30		1		100.00%
	Enterprise Technology - SQA	Total	17	17	1			16				100.00%
	Enterprise Technology - Cloud/Network Services	Total	67	67	4	1	1	61				96.83%

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Department	Division / Workgroup	Primary County Location(s)	Total Positions	Total Reported	Approved Exception	One Day per Week	Two Days per Week	Three Days per Week	Four Days per Week	Five Days per Week	Field or Frontline	Percent On-Site at least 3x/week
Department of Executive Services	Data & Analytics	Total	29	29	2	1		25	1			96.30%
	Enterprise Technology - Software Engineering	Total	44	44	2	2		40				95.24%
	OCIO	Total	38	38	3	2		31		2		94.29%
	Business & Operations - Regional Services	Total	31	31	1	2		19		9		93.33%
	Enterprise Technology - App Support	Total	27	27	2	2		23				92.00%
	Business & Operations - BASE	Total	56	56	2	5	3	45		1		85.19%
	Enterprise Technology - DCE	Total	26	26		4		22				84.62%
	Security & Privacy	Total	25	25	14	5		6				54.55%
	Total		1027	1006		5	220	203	33	433	112	81.29%
	Director's Office/DES Admin	Total	14	14				14				100.00%
	King County International Airport-Boeing Field (KCIA)	Total	71	71				27			44	100.00%
	Office of Emergency Management	Total	27	27					19	7	1	100.00%
	Office of Inquest	Total	5	5				5				100.00%
	Facilities Management Division	Total	368	358		1	4	86	9	255	3	95.92%
	Fleet Services Division	Total	81	76				14	1	55	6	93.83%
	Records and Licensing Services Division (RALS)	Total	134	134		2	8	9		104	11	92.54%
	Harborview Construction and Infrastructure Division	Total	26	20		1		16	1	2		73.08%
	Finance and Business Operations Division (FBOD)	Total	183	183		1	101	25	3	10	43	44.26%
	Business Resource Center (BRC) - 10/5	Total	83	83			72	7			4	13.25%
	Office of Risk Management Services	Total	35	35			35					
Metro Transit	Total		6421	6421	51	25	556	301	44	183	5261	67.17%
	Bus Operations Division	Total	3072	3072	1		2	22	5	2	3040	99.93%
	Safety, Security and Quality Assurance Division	Total	113	113			1	59	10	43		99.12%
	Vehicle Maintenance Division	Total	811	811			16	3	1		791	98.03%
	Rail Division	Total	1287	1287	34	10	20	21	10	91	1101	97.61%
	Transit Facilities Division	Total	312	312	2		8	11	1	2	288	97.42%
	Marine Division	Total	51	51			4	3		3	41	92.16%
	General Manager's Office	Total	89	89	1		39	41	5	3		55.68%
	Mobility Division	Total	306	306	8	11	174	80	9	24		37.92%
	Capital Division	Total	167	167	3	4	118	26	3	13		25.61%
	Finance and Administration	Total	88	88	2		70	14		2		18.60%
	Employee Services	Total	125	125			104	21				16.80%
Department of Natural Resources and Parks	Total		2495	2495			1326			3	1166	38.76%
	Solid Waste Division	Total	530	530			175				355	66.98%
	Parks Division	Total	420	420			191				229	54.52%
	Wastewater Treatment Division	Total	1031	1031			520				511	49.56%
	Water and Land Resources Division	Total	456	456			385				71	15.57%
	Director's Office/Admin	Total	42	42			39			3		7.14%
	Climate	Total	16	16			16					
Department of Community and Human Services	Total		893	858	13		642			125	78	22.40%
	Adult Services Division (ASD)	Total	107	107	1		70			1	35	33.96%
	Behavioral Health & Recovery Division (BHRD)	Total	346	344	6		243			95		27.94%
	Children, Youth & Young Adults (CYAD)	Total	110	88			61				27	24.55%
	Housing & Community Development Division (HCDD)	Total	89	78			57			13	8	23.60%
	Developmental Disabilities & Early Childhood Supports Division	Total	53	53	2		43				8	15.69%
Various	Director's Office	Total	188	188	4		168			16		8.70%
	Total		33									
Total			16863	16588	157	62	2772	3117	223	1556	8701	90.92%



Executive Girmay Zahilay

Chinook Building, CNK-EX-0800
 401 Fifth Avenue, Suite 800
 Seattle, WA 98104-2391

September 30, 2026

The Honorable Sarah Perry
 Chair, King County Council
 Room 1200
 COURTHOUSE

Dear Councilmember Perry:

This letter transmits the Return to Office plan in response to Ordinance 20086, Section 101, Proviso P8, and a proposed Motion that would, if enacted, acknowledge receipt of the report.

Ordinance 20086, adopted on June 23, 2026, requires the King County Executive transmit a plan on the return to office initiative to the King County Council, by September 30, 2026. The information in Attachment A, Return to Office Initiative Plan, responds to the requirements outlined in the proviso and includes details related to planned department locations within County spaces, number of work points needed by department, and costs associated with the Return to Office (RTO) initiative.

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

Sincerely,

A handwritten signature in black ink, appearing to read "Girmay Zahilay".

for

Girmay Zahilay
 King County Executive

The Honorable Sarah Perry

September 30, 2026

Page 2

Enclosure

cc: King County Councilmembers

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

Melani Hay, Clerk of the Council

Karan Gill, Deputy Executive, Office of the Executive

Jasmin Weaver, Chief of Staff, Office of the Executive

Hyeok Kim, Chief Operating Officer, Office of the Executive

Sierra Howlett Browne, Director of Government Relations, Office of the Executive

Garrett Holbrook, Council Relations Manager, Office of the Executive

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

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



KING COUNTY

1200 King County Courthouse
516 Third Avenue
Seattle, WA 98104

Signature Report

Ordinance

Proposed No. 2026-0147.1

Sponsors Barón

1 AN ORDINANCE adopting the King County 2026-2029

2 Equal Employment Opportunity/Affirmative Action Plan.

3 STATEMENT OF FACTS:

4 1. The Office of Federal Contract Compliance, in accordance with the Code of
5 Federal Regulations, 41 CFR. Sec. 60, requires federal grant recipients to develop
6 and implement an affirmative action plan.

7 2. RCW 49.60.400 prohibits preferential treatment based on race, sex, color,
8 ethnicity, or national origin, but allows public employers to establish affirmative
9 action plans to maintain eligibility under federal grant requirements.

10 3. King County is a federal grant recipient and receives grants directly from
11 federal government agencies and indirectly through state and local agencies.

12 4. To ensure equal opportunity for all persons, in accordance with K.C.C.
13 3.12.180.C., all county departments must establish and maintain an effective
14 equal employment opportunity affirmative action plan.

15 5. The King County 2026-2029 Equal Employment Opportunity/Affirmative
16 Action Plan has been drafted to comply with the county's federal grant
17 requirements and to comply with K.C.C. 3.12.180.C.

18 BE IT ORDAINED BY THE COUNCIL OF KING COUNTY:

- 19 SECTION 1. The King County 2026-2029 Equal Employment
20 Opportunity/Affirmative Action Plan, Attachment A to this ordinance, is hereby adopted.

KING COUNTY COUNCIL
KING COUNTY, WASHINGTON

Sarah Perry, Chair

ATTEST:

Melani Hay, Clerk of the Council

APPROVED this ____ day of _____, ____.

Girmay Zahilay, County Executive

Attachments: A. 2026-2029 Equal Employment Opportunity Affirmative Action Plan

2026-2029
**EQUAL EMPLOYMENT OPPORTUNITY/
AFFIRMATIVE ACTION PLAN**

June 1, 2026



King County

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II. Equal Employment Opportunity/Affirmative Action Plan Certification Statement

This certifies that the attached Equal Employment Opportunity/Affirmative Action Plan represents King County's commitment to provide equal employment opportunities to all applicants and employees. We attest that King County follows all applicable federal and state laws, including current executive orders governing equal employment opportunities.

III. Executive Summary

This King County 2026-2029 Equal Employment Opportunity/Affirmative Action Plan (EEO/AA Plan) is part of a broader commitment by the King County Executive and executive departments to equal employment opportunity and affirmative action in the workplace. Central to this commitment is the belief that the County workforce best serves King County residents when it reflects the profile of the many communities it serves.

The purpose of this EEO/AA Plan is to demonstrate, using data, King County's commitment to equal employment opportunity in its employment practices, program operations, and service delivery systems. Pursuant to King County Code 3.12.180(C), this EEO/AA Plan is a four-year plan. It is an informational resource to provide an overview of the County's key policies, procedures, tools, efforts, and plans relating to equal employment opportunity. This plan uses federal terminology and categories that may not reflect the most current thinking on gender, identity, and the County's categorization of its workforce.

Once adopted by the King County Council, the EEO/AA Plan presented in this document will be in effect from January 1, 2026, through December 31, 2029. Since King County Council passed the first ordinance (Ord. 12014) establishing an EEO/AA plan in 1995, King County has continued to develop a workforce that embraces diversity, practices inclusion, and creates belonging. The EEO/AA Plan is a tool for managers and policymakers, which helps implement King County's equal employment opportunity commitment by:

- Providing the Executive's written EEO/AA policy statement;
- Identifying opportunities for improvement (referred to as goal areas), including those areas with underrepresentation of women and people of color;
- Identifying and addressing barriers to employment and retention;
- Designating clear responsibilities for implementation of the EEO/AA Plan;
- Presenting specific action-oriented programs to address identified areas for improvement;
- Establishing timetables to implement identified action for improvement in goal areas;
- Establishing regular internal monitoring and reporting requirements to measure program efforts; and
- Establishing clear lines of accountability to ensure continued progress in meeting the goals.

King County remains focused on being an employer where all employees have equal opportunity to thrive and are free from harassment and discrimination. Restorative support continues to be provided to employees who have expressed concerns or have filed harassment or discrimination complaints. They include alternative dispute resolution options and organizational development personnel to facilitate conversations and to help improve the work environment and create mutual trust and respect in the

workplace, as well as additional options for continued learning and development.

King County's workforce continues to diversify and is becoming representative of the communities it serves. Based on census data (2020)¹, King County's Black, Indigenous, People of Color (BIPOC) population increased by 9.7 percent from the previous 2010 census, going from 35.1 percent in 2010, to 44.8 percent in 2020. The White population decreased by 10.6 percent during the same period, going from 64.8 percent in 2010 to 54.2 percent in 2020. The King County workforce followed the same trend with BIPOC population increasing by 15.2 percent from 2010 to 2020, going from 32.4 percent to 47.6 percent. The White population decreased by 17 percent within the same period, going from 64.9 percent to 47.9 percent.

King County executive departments continue to show underrepresentation of employees who identify as female, and overrepresentation of employees who identify as male when compared to the countywide population. Female representation declined 1.4 percent during the 2022-2025 plan period, from 42.3 percent to 40.9 percent, reversing gains from prior years. According to the 2020 census data, females represented 49.7 percent of the county population and were only 40.9 percent of the county workforce. At the same time, males represented 50.3 percent of the county population and represent 59.1 percent of the county workforce.

Pursuant to Motion 15162, the King County Executive convened the Gender Identity and Sexual Orientation Inclusion Task Force. This diverse group of community partners was tasked with developing a recommended county-wide gender identity and sexual orientation inclusion strategy and accompanying report, with recommendations to implement the use of an additional gender designation or designations in all appropriate administrative processes in use by county departments. The task force process included engaging county staff, community leaders, and members of the public as it developed recommendations on how King County can be more accessible and inclusive of all genders and sexual orientations. The task force was comprised of advocates, experts, and community leaders who are deeply engaged in the work of serving the LGBTQ+ communities of King County, as well as representatives from King County government. The Task Force completed its work in May 2024 and submitted its recommendations in a report submitted to Council, which was approved by Motion 16602 in June 2024.

King County continues to provide disability-related accommodations. From 2022 through 2025, 1,412 employees who requested such services were accommodated. In PeopleSoft, King County's system of record, 437 employees self-identify as having a disability. This report acknowledges that individuals may not feel safe disclosing disability status due to stigma and may not want their disability status recorded in their personnel records. Employee disability information is provided by employees on a voluntary basis and is an undercount of employees with disabilities in the workforce.

Despite some ongoing challenges with recruitment within some BIPOC communities, and retention in some job categories, departments made good progress toward diversifying King County's workforce. During the 2022-2025 EEO/AA Plan period:

- One department achieved 100 percent of their placement goals;
- Six departments achieved 75 percent or more of their placement goals, but less than 100 percent;

¹ [King County, Washington - Census Bureau Search](https://data.census.gov/cedsci/all?q=King%20County,%20Washington),
<https://data.census.gov/cedsci/all?q=King%20County,%20Washington>

- Six departments achieved 50 percent or more of their placement goals, but less than 75 percent;
- Two departments achieved less than 50 percent of their placement goals.

Departments demonstrate continued commitment to fulfilling EEO/AA goals and have presented plans for the 2026-2029 plan period included here. Successful strategies from prior years will be emphasized and continue to be built upon and new tactics will be implemented to further diversify the workforce and better reflect the communities King County serves.

IV. Background

A. Purpose

The purpose of the EEO/AA Plan is to reaffirm King County's commitment to equal employment opportunity, diversity, equity, and inclusion in its employment practices, program operations, and service delivery systems. The EEO/AA Plan formalizes standard analyses to understand the demographics of the communities we serve and evaluate whether the King County workforce reflects the demographics of King County. Through this plan, the King County executive branch outlines goals and objectives to attract and retain a diverse workforce that is reflective of the communities we serve.

This EEO/AA Plan also includes reporting on EEO complaints so that county leadership can monitor the frequency and resolution of these complaints. The goal of providing this data is to promote a work environment that is free from all forms of discrimination, harassment, and inappropriate conduct based on an individual's sex, race, color, national origin, ethnicity, religious affiliation, disability, sexual orientation, gender identity or expression, age except by minimum age and retirement provisions, pregnancy, status as a family caregiver, parental status, marital status, military status or status as a veteran who was honorably discharged or who was discharged solely as a result of the person's sexual orientation or gender identity or expression, citizenship or immigration status, genetic information, use of a service animal, domestic violence victimization, or any other basis protected by federal, state, or local law. This EEO/AA Plan aligns with King County's goals to:

- Provide opportunities for career development and advancement for all employees and identify barriers and challenges to diversity and inclusion and remove them or develop solutions.
- Increase the pool of qualified, diverse applicants and candidates, particularly for job categories or areas that are underrepresented or underutilized.
- Increase diversity and inclusion among employees of differing identities and backgrounds to promote a welcoming, inclusive, and productive workforce that responds to the needs of an increasingly diverse King County community.

The King County Executive recognizes that the success of the County's equal employment opportunity and diversity, equity, and inclusion programs depend on county senior leadership support, along with a commitment from department directors, managers, supervisors, and employees to advance these goals.

B. King County Values

King County serves all residents by promoting fairness and opportunity and by

eliminating inequities. The EEO/AA Plan aligns with the Executive's ACTIVATE values: Accountable; Collaborative; Timely; Impactful; Value Employees; Accessible; Trusted; Equitable, and supports the Executive's "Four Bs." The Four Bs for a Better Future are: Breaking the Cycle, Building for Affordability; Be in Community, and Better Government.

C. Plan Terminology and Guidance

In developing the EEO/AA Plan, terms including but not limited to "placement goals," "underrepresentation," and "problem areas" are used as provided by the EEOC and Office of Federal Contract Compliance Program for the purpose of federal funding and regulatory compliance. The use of such terms in the EEO/AA Plan should not be construed as an admission by King County, in whole or in part, of any discrimination by King County in violation of federal, state, or local laws.

Additionally, nothing contained in the EEO/AA Plan, or the supporting documents and data should be construed as an admission by King County, in whole or in part, that it has contravened or disregarded any federal, state, or local laws. The EEO/AA Plan was developed in accordance with and reliance upon the federal EEOC Guidelines on Affirmative Action and the Department of Labor Office of Federal Contract Compliance Programs General Contractors, Affirmative Action Requirements Final Rules.

Any placement or hiring goals stated in the EEO/AA Plan are not quotas. They are to be used as management tools to evaluate the composition of the workforce relative to the labor markets from which the executive departments recruit. They are also used to measure affirmative efforts toward achieving equal employment opportunities. The implementation of or effect of implementing placement or hiring goals is not intended to discriminate against any qualified individual or group of individuals with respect to any employment opportunity.

V. Report Requirements

A. Affirmative Action Program Required Elements

EEO/AA Policy Statement and Reaffirmation

King County is an equal opportunity employer and carries out federal, state, and local laws and regulations prohibiting discrimination in employment based on an individual's sex, race, color, national origin, ethnicity, religious affiliation, disability, sexual orientation, gender identity or expression, age except by minimum age and retirement provisions, pregnancy, status as a family caregiver, parental status, marital status, military status or status as a veteran who was honorably discharged or who was discharged solely as a result of the person's sexual orientation or gender identity or expression, citizenship or immigration status, genetic information, use of a service animal, domestic violence victimization, and any other status protected by federal, state, or local laws.

Further, it is the intent of the County to ensure that employment is based on the principle of equal opportunity and that such a principle shall be implemented in all county personnel-related actions including, but not limited to, recruitment, hiring, retention, testing, training, promotion, compensation, transfer, and all other terms and conditions of employment in all job classifications.

King County serves all residents by promoting fairness and opportunity and by

eliminating inequities. The EEO/AA Plan is part of a broader commitment by the King County Executive and executive departments to ensure equal employment opportunity and affirmative action in the workplace. Central to this commitment is the belief that our workforce best serves King County residents if it reflects their diversity.

The EEO/AA Plan, once adopted by the King County Council, will be in effect from January 1, 2026, through December 31, 2029. The goal of the plan is to develop a workforce that embraces diversity, practices inclusion and creates belonging. The EEO/AA Plan is a management tool and as such implements King County's equal employment opportunity commitment by:

- Providing the Executive's written EEO/AA policy statement;
- Identifying areas for improvement (referred to as goal areas), including those with underrepresentation of women and people of color;
- Identifying and addressing barriers to employment and retention;
- Designating clear responsibilities for implementation of the EEO/AA Plan;
- Presenting specific action-oriented programs to address identified areas for improvement;
- Establishing timetables to implement identified action for improvement in goal areas;
- Establishing regular internal monitoring and reporting requirements to measure program efforts; and
- Establishing clear lines of accountability to ensure continued progress in meeting the goals.

Dissemination of EEO Policy Statement

Internal Dissemination

A successful EEO/AA Plan requires effective communication. King County's EEO/AA Plan will be disseminated to department directors, division directors, HR managers, Equity Inclusion and Belonging Managers, Employee based EEO Advisory Committee, and Department of Human Resources staff. Employees will have access to the full text of the EEO/AA Plan upon request and shall be informed of this right. A website link to the EEO/AA Plan will be made available to employees and the public through the main King County website and the Workforce Equity webpage. Additionally, the County will:

- Incorporate EEO/AA policies into personnel policies;
- Provide discussion of EEO/AA policies in applicable department and division trainings;
- Hold meetings with department leadership to inform them of the County's EEO/AA policies;
- Post its equal opportunity policy and employees' rights under employment laws and policies on designated online spaces and on bulletin boards in designated county buildings.

•

External Dissemination

The EEO/AA Plan will be available to external organizations upon request. Copies of the EEO/AA Plan will be provided to appropriate federal agencies upon request for regulatory compliance purposes. The EEO/AA Plan will also be available to individuals and community organizations in electronic form upon request. The Department of Human Resources will ensure that King County presents itself as an equal employment opportunity employer by including statements to that effect in all job announcements and advertisements. A website link to the EEO/AA Plan will be made available and accessible to the public through the main King County website. The EEO/AA Plan will also be provided to the executive departments' labor unions in electronic form.

Plan Responsibilities

A successful EEO/AA Plan requires clarity of responsibilities. The responsibilities of the primary organizational and functional entities involved in the administration and implementation of the EEO/AA Plan are set forth below:

King County Council

- Review and adopt the EEO/AA Plan and allocate resources for plan development and implementation.

King County Executive

- Develop and propose the EEO/AA Plan and report on progress as set forth in King County Code.
- Provide equal employment opportunity and affirmative action leadership, priorities, and policy direction to department management and hold them accountable for plan implementation.
- Recommend to the King County Council the policies, procedures, and resources to effectively comply with federal grant requirements and implement the EEO/AA Plan and advocate for resources to implement the EEO/AA Plan effectively.

Department of Human Resources Staff

- Advise the County Executive on the development of the EEO/AA Plan and provide regular evaluations to the County Executive regarding progress toward the commitments and objectives of the EEO/AA Plan.
- Direct the planning, development, and implementation of equal employment opportunity policies, procedures, practices, and services within King County.
- Provide advice and education to King County management on strategy, policy, and department outcomes related to implementing the EEO/AA Plan commitments.
- Ensure the evaluation and revision of policies, procedures, and practices to comply with the EEO/AA Plan;
- Ensure employees are provided non-discrimination information and training, and that they are informed of their right to have access to the full text of the EEO/AA Plan. When adopted, copies of the full text of the EEO/AA Plan will be available on the Executive's web page, the DHR webpage, and by request from King County's Workforce Equity Manager in the Department of Human Resources.

Workforce Equity Investigators

- Receive allegations of discriminatory, harassing, or retaliatory conduct and promptly conduct or oversee fair and impartial investigations into allegations.
- Ensure timely and appropriate response to allegations of employment discrimination and coordinate with appropriate staff in department and/or divisions, and the Prosecuting Attorney's Office for legal advice and support.

Department HR Managers

Coordinate and ensure implementation of the following:

- Dissemination of equal opportunity and affirmative action objectives, policies, and procedures to management and employees, including the posting of required notices.

- Development and implementation of a department-specific EEO/AA plan.
- Support the department's Employee-Based Equal Employment Opportunity/Affirmative Action Advisory Committee representatives.
- Respond timely and appropriately to allegations of employment discrimination filed with human rights agencies and coordinate with staff from Department of Human Resources and the Prosecuting Attorney's Office for legal advice and support.

Department Directors

- Provide leadership, resources, and information to department management to accomplish EEO/AA Plan objectives and goals and maintain accountability.
- Support the department's Employee-Based Equal Employment Opportunity/Affirmative Action Advisory Committee representatives.

Prosecuting Attorney's Office

- Act as legal counsel for King County and its officials, interpret legal rulings, make recommendations, and provide legal support and advice to the Department of Human Resources and executive departments related to employment discrimination claims.

Employee-Based Equal Employment Opportunity/Affirmative Action Advisory Committee

- Review and make recommendations regarding EEO/AA plans, strategies, systems, policies, and guidelines.
- Meet with department directors and human resources managers to discuss the departments' progress in meeting EEO/AA goals on a quarterly basis.

King County Employees

All county employees are responsible for contributing to a work environment that is welcoming, inclusive, and supportive of equal employment opportunities and affirmative action. Employees must participate in the implementation of this plan and comply with the County's *Nondiscrimination, Anti-harassment, and Inappropriate Conduct Policy*.

Internal Monitoring and Reporting

The Department of Human Resources will monitor and report on the executive departments' EEO/AA implementation progress to measure performance and ensure compliance with the policies and the plan. The internal monitoring and reporting system will:

- Monitor, measure, and evaluate individual department and executive department implementation outcomes on a quarterly basis.
- Review and share report results with department leadership.
- If requested, provide progress reports to the King County Executive and King County Council on department EEO/AA efforts.
- If requested, provide report copies to the King County Civil Rights Commission and the Executive's Employee-Based Equal Employment Opportunity/Affirmative Action Advisory Committee.

B. Federal Contract Compliance

Coverage

Individuals covered by the provisions of this plan are:

- Current employees
- Former employees
- Job applicants

Office of Federal Contract Compliance Program Gender Discrimination Compliance

King County complies with the gender non-discrimination guidelines. Specifically, King County:

- Does not express a gender preference in employment advertising and, if printed, does not appear in gender-segregated columns.
- Expressly states that there will be no discrimination on the basis of gender in its Personnel Guidelines and employment application forms.
- Recruits employees of all genders for all positions, except when gender is a bona fide occupational qualification.
- Does not rely upon a state “protective” law to deny women the right to any job they are qualified to perform.
- Offers employees of all genders equal opportunity for any jobs they are qualified to perform, except when gender is a bona fide occupational qualification.
- Does not make any distinction based upon gender with regard to employment opportunities, wages, hours, or other terms and conditions of employment.
- Does not make any distinction between married and unmarried persons of one gender that is not made between married and unmarried persons of any other gender.
- Does not deny employment to women with young children.
- Does not terminate employees of one gender in a particular job group when they reach a certain age, unless the same rule applies to members of the other gender.
- Provides appropriate physical facilities to all genders.
- Does not penalize, in conditions of employment, persons who require time away from work for childbearing, adoption, or foster-to-adopt placement. Under King County’s paid parental leave policy, an eligible employee would qualify for leave to bond with a new child following childbearing, adoption, or a foster-to-adopt placement. The conditions applicable to the leave and to the return to employment are in accordance with King County’s leave policy. Further, King County’s paid parental leave policy complies with the 1978 Pregnancy Amendment to Title VII of the Civil Rights Act of 1964.
- Does not specify any differences in retirement age based on gender.
- Does not base its wage schedules upon gender.
- Does not discriminatorily restrict one gender to certain job groups. In addition, King County will continue to take affirmative action to encourage women to apply for all positions in King County for which they are qualified.

The principles contained in these guidelines have been incorporated into King County's *Nondiscrimination, Anti-Harassment & Inappropriate Conduct Policy* (Appendix B).

Office of Federal Contract Compliance Program - Support of Community Action Program Statement

King County seeks to have its EEO commitment fully understood by all communities to ensure that all people feel supported while applying for jobs at King County. To achieve such awareness on the part of the community, the following steps have been and will continue to be taken. King County:

- Encourages leaders to serve in local civic organizations and community development activities to gain a better understanding of local community issues.
- Encourages its employees to participate in community programs. It also provides for the use of paid leave for volunteer work at schools and nonprofit institutions.²
- Sponsors employment and internship programs for youth, individuals who are economically disadvantaged, and individuals with diverse backgrounds and experience.³

Office of Federal Contract Compliance Program Religion and National Origin Discrimination Statement

King County is committed to providing and ensuring equal employment opportunities to all applicants and employees without regard to their religion or national origin. Specifically, King County:

- Communicates its policy with respect to nondiscrimination on the basis of religion or national origin internally.
- Notifies recruitment sources of King County's policy regarding nondiscrimination on the basis of religion or national origin.
- Accommodates the religious observances and practices of employees and prospective employees, except where such accommodation would result in an undue hardship in conducting its business.

C. Discrimination Prohibition Compliance Policy and Reaffirmation

It is the policy of the King County Executive to express the values of diversity, equity, inclusion, and belonging by treating its employees with dignity and respect while serving the public. Compliance with equal employment opportunity and discrimination prohibition extends to all employment terms and conditions and personnel practices. They include, but are not limited to, recruitment, selection and hiring, orientation, compensation and benefits, retention, supervision, assignments, training and development opportunities, promotion, transfer, discipline, termination, lay-off, and recall.

Employees are responsible for promptly reporting to human resources any incidents

² K.C.C. 3.12.225

³ E.g., Ruth Woo Fellowships, K.C.C. 3.12.184; Wastewater Treatment Division Internships, [College/Graduate Internships - King County](#)

where discrimination may have occurred. Human resources and management are required to respond to any reports promptly and effectively. King County executive departments further reaffirm their EEO policy and Affirmative Action commitment by:

- Complying with all commitments to equal employment opportunity and prohibiting discrimination, harassment or retaliation on the basis of an individual's sex, race, color, national origin, ethnicity, religious affiliation, disability, sexual orientation, gender identity or expression, age except by minimum age and retirement provisions, pregnancy, status as a family caregiver, parental status, marital status, military status or status as a veteran who was honorably discharged or who was discharged solely as a result of the person's sexual orientation or gender identity or expression, citizenship or immigration status, genetic information, use of a service animal, domestic violence victimization, and any other status protected by federal, state or local law, in all employment and personnel practices as required under federal, state and local laws, and policies or bargaining agreements.
- Ensuring all employees with questions or concerns about discrimination or harassment can bring such questions or concerns to the attention of their immediate supervisor, a human resources manager, the County Workforce Equity Manager in the Department of Human Resources, or other appropriate parties without fear of retaliation.
- Informing employees of their right to file a discrimination complaint with agencies such as the King County Civil Rights Program, the Ombuds, the Washington State Human Rights Commission, the United States Equal Employment Opportunity Commission, or the Veterans Administration.
- Providing reasonable accommodation for applicants and employees with disabilities or religious needs.
- Holding all employees accountable for complying with this policy. Substantiated complaints in violation of this policy will result in prompt, corrective action, up to and including termination of any employee violating this policy.

It is against federal⁴ and state law⁵, and King County policy to discriminate, harass, or retaliate in employment based on an employee's sex, race, color, national origin, ethnicity, religious affiliation, disability, sexual orientation, gender identity or expression, age except by minimum age and retirement provisions, pregnancy, status as a family caregiver, parental status, marital status, military status or status as a veteran who was honorably discharged or who was discharged solely as a result of the person's sexual orientation or gender identity or expression, citizenship or immigration status, genetic information, use of a service animal, domestic violence victimization, and any other status protected by federal, state, or local law. To ensure compliance with these laws, the Executive's *Nondiscrimination, Anti-Harassment & Inappropriate Conduct Policy* provides employees and management with guidance and resources on how to address questions and concerns related to equal employment, discrimination, harassment, or retaliation.

⁴ 42 U.S.C. §2000e et seq.;
42 U.S.C. § 12101;
29 U.S.C. §§ 621-634;
Pub. L. 95-555;
Pub. L. 110-233

⁵ Chapter 49.60 RCW

In addition, King County executive departments and the Department of Human Resources (DHR) take initiatives to ensure a positive employment environment. This includes EEO management and employee training on nondiscrimination and anti-harassment, and equity, inclusion and belonging. Moreover, DHR maintains a pool of consultants selected to provide investigation and equity assistance services.

Summary and Complaints Tables—2022, 2023, 2024, 2025

The following is a series of charts that reflect a summary of the complaint reports filed in executive departments under the *Nondiscrimination, Anti-Harassment & Inappropriate Conduct Policy* for years 2022, 2023, 2024 and 2025. Data in Chart 1 shows that there were fewer complaints in 2023-2024 than there were in 2024-2025. Charts 2, 3, and 4 show the complaint categories for each department for each year. The three most common categories of complaints across all departments in 2022, 2023, 2024, and 2025 are “multiple statuses,” “race/color,” and “sex”

K.C.C.3.12.180.C.1.g: A summary by year for the prior plan period on executive branch discrimination complaints by basis of complaint and complaint status. The summary shall also include data by department on the number of complaints filed by complaint type and the number of people filing complaints.

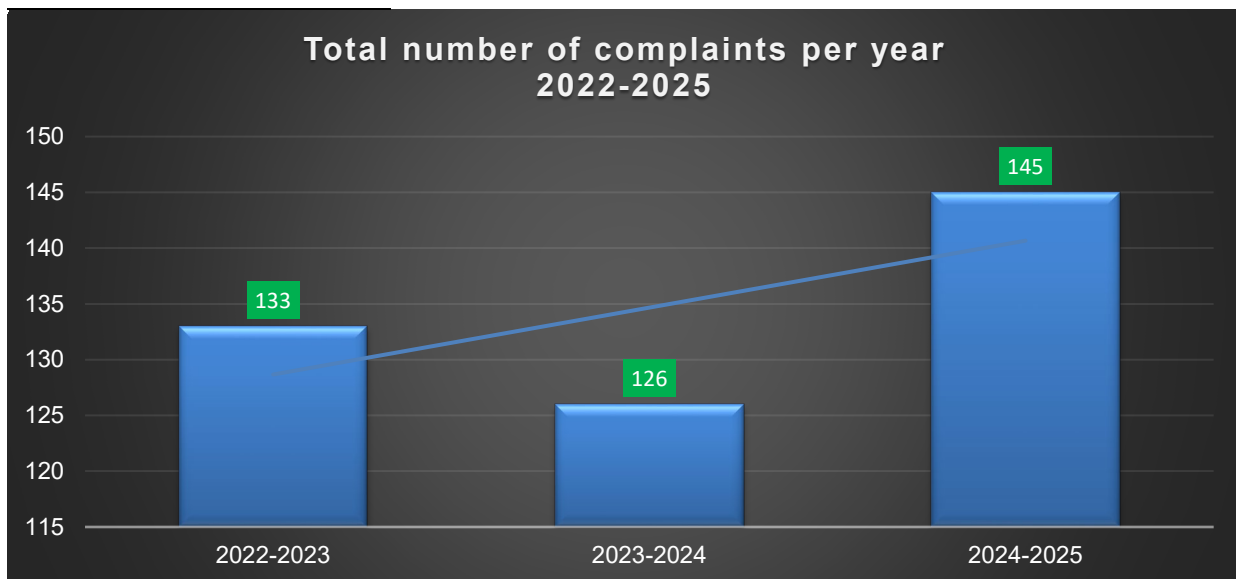


Chart 1: Total Complaints 2022-2025

Chart 1 represents complaint trends for year 2022, 2023, 2024, and 2025 (November – October). This data does not include complaints filed with the following agencies: Prosecuting Attorney’s Office, District Court, Superior Court, or King County Council.

2022-2023 Complaints by Department and Type

	Executive Departments															Over all
	DAJD	DCHS	DES	DHR	DJA	DLS	DNRP	DPD	DPH	DOA	MTD	KCE	KCSO	KCIT	EXEC	
Age											2					2
Disability/Use of Service Animal	2		1				1	3	1		6					14
Gender Identity or Expression								1			1		1			3
Multiple Statuses Cited	6	1	1						4		3		2	1	1	19
N/A-Complaint of Retaliation	2	2									6		1			11
National Origin	1							1			1					3
Pregnancy									1							1
Race/Color	6	3				1	9		2	1	25			2	2	51
Religion/Creed							1				1		2			4
Sex	1	1				1			1		17					21
Sexual Orientation											3					3
Veteran/Military Status			1													1
Total	18	7	3			2	11	5	9	1	65		6	3	3	133

Chart 2: 2022-2023 Complaints by Department and Type

Chart 2 shows data from November 1, 2022-October 31, 2023. It does not include complaints filed with the following agencies: Prosecuting Attorney's Office, District Court, Superior Court, or King County Council. There were also no complaints filed during this period within the Department of Human Resources (DHR), Department of Judicial Administration (DJA), or King County Elections (KCE).

2023-2024 Complaints by Department and Type

	Executive Departments															Over all
	DAJD	DCHS	DES	DHR	DJA	DLS	DNRP	DPD	DPH	DOA	MTD	KCE	KCIT	KCSO	EXEC	
Age	1													1		2
Disability/Use of Service Animal	4							1	1		7			2		15
Gender Identity or Expression						1	1				1					3
Multiple Statuses Cited	5	4				4	1	1			11			1		27
N/A-Complaint of Retaliation	4		2						2		1				1	10
National Origin	2						1	1			2					6
Pregnancy											2					2
Race/Color	3	4	1	2	1	1	6		2		25			1		46
Sex			2				4		1					5		12
Sexual Orientation											3					3
Total	19	8	5	2	1	6	13	3	6		52			10	1	126

Chart 3: 2023-2024 Complaints by Department and Type

Chart 3 shows data from November 1, 2023-October 31, 2024. It does not include complaints filed with the following agencies: Prosecuting Attorney's Office, District Court, Superior Court, or King County Council. There were also no complaints filed during this period within the Department of Assessments (DOA), King County Elections (KCE), or King County Information Technology (KCIT).

2024-2025 Complaints by Department and Type

	Executive Departments															
	DAJD	DCHS	DES	DHR	DJA	DLS	DNRP	DPD	DPH	DOA	MTD	KCE	KCSO	KCIT	EXEC	Over all
■ Age		1														1
■ Disability/Use of Service Animal	1		2	1				1			7					12
■ Gender Identity or Expression	3		1				1		1		1		1			8
■ Multiple Statuses Cited	9	4	3			2	4		4		14	1	2	3	1	47
■ N/A-Complaint of Retaliation	2	1	2					2	1	1	6				1	16
■ National Origin								1			5					6
■ Pregnancy													1			1
■ Race/Color	1	1	1			3	6		4		13		2			31
■ Sex	1		2			1	2	1			10	1	3			21
■ Sexual Orientation											2					2
■ Total	17	7	11	1		6	13	5	10	1	58	2	9	3	2	145

Chart 4: 2024-2025 Complaints by Department and Type

Chart 4 shows data from November 1, 2024-October 31, 2025. It does not include complaints filed with the following agencies: Prosecuting Attorney's Office, District Court, Superior Court, or King County Council. There were also no complaints filed during this period within the Department of Judicial Administration (DJA).

D. County Workforce Statistics

Workforce Availability Methodology

Workforce availabilities are used as benchmarks to determine if there is underrepresentation of people of color and women within the workforce of each department. Workforce availabilities are good faith estimates of the percentage of qualified persons of color and women available for employment by EEO job category from the total number of all qualified persons available for employment by EEO job category. The difference between the percentage available in the King County population and who is employed in King County by race/ethnicity and by gender establishes a placement goal. The Office of Federal Contract Compliance provides guidance in establishing race and availability based upon external and internal factors in updating workforce availability. The executive departments used the following information to update each department's workforce availability.

K.C.C. 3.12.180.C.1.c.: A discussion of the methodology by which the labor force availability and county work force data is developed and a listing of the county job classifications that are included in each job group.

External Factor

The combined workforce data by race/ethnicity and gender of qualified persons with the requisite skills in the immediate area and the recruitment area using the 2020 Census numbers are used to establish the external factor. The County uses recruitment practices to assign weights to combine both components. Requisite Skills in the Immediate and Recruitment Area is the availability of people of color and women in the workforce having the requisite skills that the executive departments could reasonably recruit. Data for this factor reflects the reasonable recruitment area from which each

department could reasonably seek workers for all levels of job duties and for each job category.

Internal Factor

The percentage of people of color and women who are presently in the King County workforce. The data is obtained by profiling the workforce by EEO job category and by vacancy reporting by prior workforce availability. Hiring and promotional practices are also identified to establish where employees are promotable and transferable within a particular department.

EEO Job Categories and Corresponding King County Job Classifications

The EEO/AA Plan utilizes job categories as defined by the EEOC to organize county jobs. EEO job categories, also known as job groups, are a means to separate various occupations into groups based upon job title, skill and knowledge, requirements, and level of responsibility involved. The category titles used with this plan are designated by the EEOC: Officials and Administrators, Professionals, Technicians, Protective Service Workers, Paraprofessionals, Administrative Support, Skilled Craft Workers, and Service/Maintenance. Descriptions of each category are provided below.

Officials and Administrators

Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency's operations, or provide specialized consultation on a regional, district, or area basis. Includes: department heads, bureau chiefs and inspectors, division chiefs, directors, deputy directors, controllers, wardens, superintendents, sheriffs, police and fire chiefs and inspectors, examiners (bank, hearing, motor vehicle, warehouse), inspectors (construction, building, safety, rent-and-housing, fire, ABC Board, license, dairy, livestock, transportation), assessors, tax appraisers and investigators, coroners, farm managers, and kindred workers.

Professionals

Occupations that require specialized and theoretical knowledge that is usually acquired through college training or through work experience and other training, which provides comparable knowledge. Includes: personnel and labor relations workers, social workers, doctors, psychologists, registered nurses, economists, dietitians, lawyers, system analysts, accountants, engineers, employment and vocational rehabilitation counselors, teachers or instructors, police and fire captains and lieutenants, librarians, management analysts, airplane pilots and navigators, surveyors and mapping scientists, and kindred workers.

Technicians

Occupations which require a combination of basic scientific or technical knowledge and manual skills, which can be obtained through specialized post-secondary school education or through equivalent on-the-job training. Includes: computer programmers, drafters, survey and mapping technicians, licensed practical nurses, photographers, radio operators, technical illustrators, highway technicians, technicians (medical, dental, electronic, physical sciences), police and fire sergeants, inspectors (production or processing inspectors, testers, and weighers), and kindred workers.

Paraprofessionals

Occupations that require specialized and theoretical knowledge that is usually acquired through college training or through work experience and other training, which provides

comparable knowledge. Includes: personnel and labor relations workers, social workers, doctors, psychologists, registered nurses, economists, dietitians, lawyers, system analysts, accountants, engineers, employment and vocational rehabilitation counselors, teachers or instructors, police and fire captains and lieutenants, librarians, management analysts, airplane pilots and navigators, surveyors and mapping scientists, and kindred workers.

Protective Service Workers

Occupations in which workers are entrusted with public safety, security, and protection from destructive forces. Includes: police patrol officers, firefighters, guards, deputy sheriffs, bailiffs, correctional officers, detectives, marshals, harbor patrol officers, game and fish wardens, park rangers (except maintenance), and kindred workers.

Administrative Support (Including Clerical)

Occupations in which workers are responsible for internal and external communication, recording and retrieval of data or information, and other paperwork required in an office. Includes: bookkeepers, messengers, clerk-typists, stenographers, court transcribers, hearing reporters, statistical clerks, dispatchers, license distributors, payroll clerks, office machine and computer operators, telephone operators, legal assistants, sales workers, cashiers, toll collectors, and kindred workers.

Skilled Craft Workers

Occupations in which workers perform jobs that require special manual skill and thorough and comprehensive knowledge of the processes involved in the work, which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs. Includes: mechanics and repairers, electricians, heavy equipment operators, stationary engineers, skilled machining occupations, carpenters, compositors and typesetters, power plant operators, water and sewage treatment plant operators, and kindred workers.

Service and Maintenance

Occupations in which workers perform duties that result in or contribute to the comfort, convenience, hygiene, or safety of the general public, or that contribute to the upkeep and care of buildings, facilities, or grounds of public property. Workers in this group may operate machinery. Includes: chauffeurs, laundry and dry-cleaning operatives, truck drivers, bus drivers, garage laborers, custodial employees, gardeners and groundskeepers, refuse collectors, construction laborers, park rangers (maintenance), farm workers (except managers), craft apprentices, trainees, and helpers, and kindred workers.

Workforce Availability Analysis

This section presents workforce availability data comparison by both race/ethnicity and gender based on the countywide population as reported in 2020 census data. King County's internal workforce data from 2012 is used because it is the earliest data available; quarter four of 2025 is the most recent workforce data available.

Comparison by Race/Ethnicity Group

According to the 2010 Census numbers (Table 1), which is being used for earliest data available purposes, the King County population was 35.1 percent BIPOC and 64.8 percent White. In the fourth quarter of 2012, the King County workforce was 32.4 percent BIPOC and 64.9 percent White. 2.7 percent did not identify.

Table 1: Comparison of County Population to Workforce Demographics in 2012

Countywide Population		King County Workforce		Difference	KC Workforce
Race Category	2010	Race Category	Q1—2012	Individual Groups	BIPOC to White
Asian and Asian Pacific Islander (API)	15.2%	Asian and API	11.8%	-3.3%	32.4%
Black/African American	6%	Black/African American	12.8%	+6.9%	
Hispanic or Latino	8.9%	Hispanic or Latino	4.5%	-4.4%	
Native American	0.9%	Native American	1.3%	+0.3%	
Two or More Races	4.1%	Two or More Races	2%	-2.3%	
White	64.8%	White	64.9%	+0.8%	64.9%

According to the most recent Census (2020) numbers (Table 2), the King County population was 44.8 percent BIPOC and 54.2 percent White. In quarter four of 2021, the King County workforce was 43.4 percent BIPOC and 52.7 percent White. Four percent did not identify.

Table 2: Comparison of County Population to Workforce Demographics in 2021

Countywide Population		King County Workforce		Difference	KC Workforce
Race Category	2020	Race Category	Q4—2021	Individual Groups	BIPOC to White
Asian and API	19.8%	Asian and API	14.4%	-5.4%	43.4%
Black/African American	6.5%	Black/African American	16.1%	+9.6%	
Hispanic or Latino	10.7%	Hispanic or Latino	6.9%	-3.8%	
Native American	1%	Native American	1.2%	+0.2	
Two or More Races	6.8%	Two or More Races	4.8%	-2%	
White	54.2%	White	52.7%	-1.5%	52.7%

Based on the most recent Census (2020) numbers (Table 2), the King County population was 44.8 percent BIPOC and 54.2 percent White, and the King County workforce in quarter four of 2021 was 43.4 percent BIPOC and 52.7 percent White. In quarter four of 2025, the King County workforce was 47.6 percent BIPOC and 47.9 percent White. 4.5 percent did not identify (Table 3).

Table 3: Comparison of County Population to Workforce Demographics in 2025

Countywide Population		King County Workforce		Difference	KC Workforce
Race Category	2020	Race Category	Q4—2025	Individual Groups	BIPOC to White
Asian and API	19.8%	Asian and API	16%	-3.8%	47.6%
Black/African American	6.5%	Black/African American	17.9%	+11.1%	
Hispanic or Latino	10.7%	Hispanic or Latino	7.4%	-3.3%	
Native American	1%	Native American	1%	-	
Two or More Races	6.8%	Two or More Races	5.3%	-1.5%	
White	54.2%	White	47.5%	-6.7%	47.9%

A comparison of data from our earliest available numbers (2012), which were based on the 2010 Census, to our most recent numbers (2025), which are based on the 2020 Census, shows

that King County's White population decreased from 64.8 percent in 2010 to 54.2 percent (10.6 percent decrease). Representation within King County's workforce followed the same trend showing a decrease from 64.9 percent (2012) to 47.5 percent (2025), a 17.4 percent decrease. BIPOC representation increased during the same period. County BIPOC population went from 35.1 percent in 2012 to 44.8 percent, a 9.7 percent increase. King County workforce followed the same trends, going from 32.4 percent in 2012 to 47.9 percent in 2025, a 15.5 percent increase.

Comparison by Gender

Based on the 2010 Census, those who identified as female in King County were 50.2 percent of the population while they only represented 40.6 percent of the King County workforce (Table 4). At the same time, the same data shows over-representation for those who identified as male. Although they made up 49.8 percent of the county population, they represented 59.4 percent of the county's workforce.

Table 4: Comparison of County Population to Workforce Demographics by Gender in 2012

Countywide Population		King County Workforce		Difference
Gender Category	2010	Gender Category	Q1—2012	Individual Groups
Female	50.2%	Female	40.6%	-9.6%
Male	49.8%	Male	59.4%	+9.6%

According to the 2020 Census, those who identified as female in King County were 49.7 percent of the population and represented 42.3 percent of the King County workforce (Table 5). The same data shows over-representation for those who identified as male who made up 50.3 percent of the county population and represented 57.7 percent of the county workforce.

Table 5: Comparison of County Population to Workforce Demographics by Gender in 2021

Countywide Population		King County Workforce		Difference
Gender Category	2020	Gender Category	Q4—2021	Individual Groups
Female	49.7%	Female	42.3%	-7.4%
Male	50.3%	Male	57.7%	+7.4%

As of 2025, countywide demographics numbers by gender remain the same, because the 2020 Census is still in use. What has changed are county workforce numbers (Table 6). Data shows underrepresentation for those who identify as female and overrepresentation for those who identify as male. While those who identify as female were 49.7 percent of the population, they represented 40.9 percent of the county workforce. At the same time those who identify as male were 50.3 percent of the county population and represented 59.1 percent of the county workforce.

Table 6: Comparison of County Population to Workforce Demographics by Gender in 2025

Countywide Population		King County Workforce		Difference
Gender Category	2020	Gender Category	Q4—2025	Individual Groups
Female	49.7%	Female	40.9%	-8.8%
Male	50.3%	Male	59.1%	+8.8%

A concerning trend remained and worsened. The overall gender representation across executive departments continues to show female underrepresentation and male overrepresentation in the county workforce when compared to the countywide population. Female representation declined 1.4 percent during the 2022-2025 plan period, from 42.3 percent to 40.9 percent, reversing gains from prior years. According to the 2020 census data, females represented 49.7 percent of the county population and were only 40.9 percent of the county workforce. At the same time, males represented 50.3 percent of the

county population and represent 59.1 percent of the county workforce.

Labor Force Availability Comparisons by Department

Appendix C consists of a report that provides the following required data: *A comparison of labor force availability for women and persons of color to the County's actual labor force for women and persons of color as a summary across all departments. The plan shall also compare labor force availability for women and persons of color to the County's actual labor force for women and persons of color by departments and job group. The plan shall also summarize the percentage of total goal setting areas which meet or exceed the labor force availability rate.*

Persons with Self-reported Disability and Requests for Accommodations

Table 7 shows the total number (2022-2025) of persons with disabilities in each job group within the county workforce as voluntarily reported by individuals for equal employment opportunity affirmative action purposes.

3.12.180.C.1.d: *The total number of persons with disabilities in each job group within the county work force and the total number of persons with disabilities by department voluntarily reported by individuals for equal employment opportunity affirmative action purposes. The plan shall include the number of positions for which an accommodation is currently in effect.*

Table 7: Employees with self-reported disabilities by Department and Job Group

Job Group	DAJD	DCHS	DES	DHR	DJA	DLS	DNRP	DOA	DPD	DPH	EXEC	KCE	KCIT	KCSO	MTD	PAO
Administrative Support	4	2	4	4	12	10	4	1	5	24	1	7	1	3	12	12
Officials & Administrators	1	1											1			1
Professionals	3	24	18	6		10	23	1	6	39	5		10	1	18	8
Protective Service	18		2				1							12		
Service Maintenance			5			2	29								49	
Skilled Craft			3				4								15	
Technicians	1						2			9			3			
Grand Total	27	27	32	10	12	22	63	2	11	72	6	7	15	16	94	21

DHR Disability Services' Cases—2022-2025

Table 8 represents King County Disability Services' employee cases within the Department of Human Resources (DHR) from 2022 to 2025. The DHR Disability Services Section (DSS) is an interdisciplinary team dedicated to providing services to King County employees who have an illness or injury that impacts them at work. The DSS manages the return-to-work programs, such as Transitional Duty Assignment and the Reassignment Program, as well as the Supported Employment Program. This table reflects DSS interactions with employees utilizing those programs by requesting accommodation for their positions. This table does not reflect the work that is completed by the Department of Metro Transit Disability Services team, who provide support to Metro employees requesting accommodation for temporary or permanent disabilities. This table does include employees within Metro that have utilized the Transitional Duty Assignment and Reassignment Programs during this period.

Neither table represents a full account of all employees that identify as having a disability within King County between 2022 to 2025. Representation of employees that identify as having a disability remains a challenge as there are employees who do not feel comfortable sharing this information unless they need accommodation. Fears around disclosure, confidentiality, retaliation, and stigma around disability remain a barrier to accurately tracking disability representation. King County has been working to expand the scope of the Equity and Social Justice Strategic work to include disability equity and justice, which will hopefully help increase employees' willingness to self-report.

Table 8: Number of Accommodation Requests and Individuals Served by Department

Department	2022	2023	2024	2025	Total
Assessments	40	23	17	26	106
County Council				1	1
County Executive					0
DAJD	19	25	29	16	89
DCHS	20	18	24	49	111
DES	41	35	46	106	228
DHR	4	7	9	9	29
District Court			1	1	2
DLS	17	11	9	19	56
MTD	2		2	2	6
DNRP	44	33	64	75	216
DPD	31	27	35	24	117
Elections	3	1	2	3	9
Judicial Admin	12	15	13	6	46
KCIT	6	3	2	22	33
KCSO	10	8	17	28	63
PAO	12	8	7	11	38
Public Health	72	44	59	79	254
Superior Court	1				1
Unknown	3	4			7
Grand Total	337	262	336	477	1412

Analysis of Positions Filled by Promotion by Race and Gender

This section presents the data analysis of King County's workforce in both the highest earning—top 20 percent of the salary range, or salary range 65 and higher—and promotion brackets by race/ethnicity for years 2022-2025. Data analysis shows that great progress has been made across the county workforce in hiring and/or promoting both in the highest earning brackets, as well as in supervisory positions. Increasing diversity in supervisory positions is integral to the County's goal of reflecting the communities it serves.

K.C.C.3.12.180. C.1.f.: *An analysis by race and gender of the positions filled by promotion during the prior plan period. For the purposes of this subsection, "promotions" means those instances in which an individual advances in salary level because the individual changed to a position with a higher pay range assignment either through a competitive process or through a reclassification.*

Chart 5 shows combined promotions by gender (Female or Male) for each year from 2022-2025.

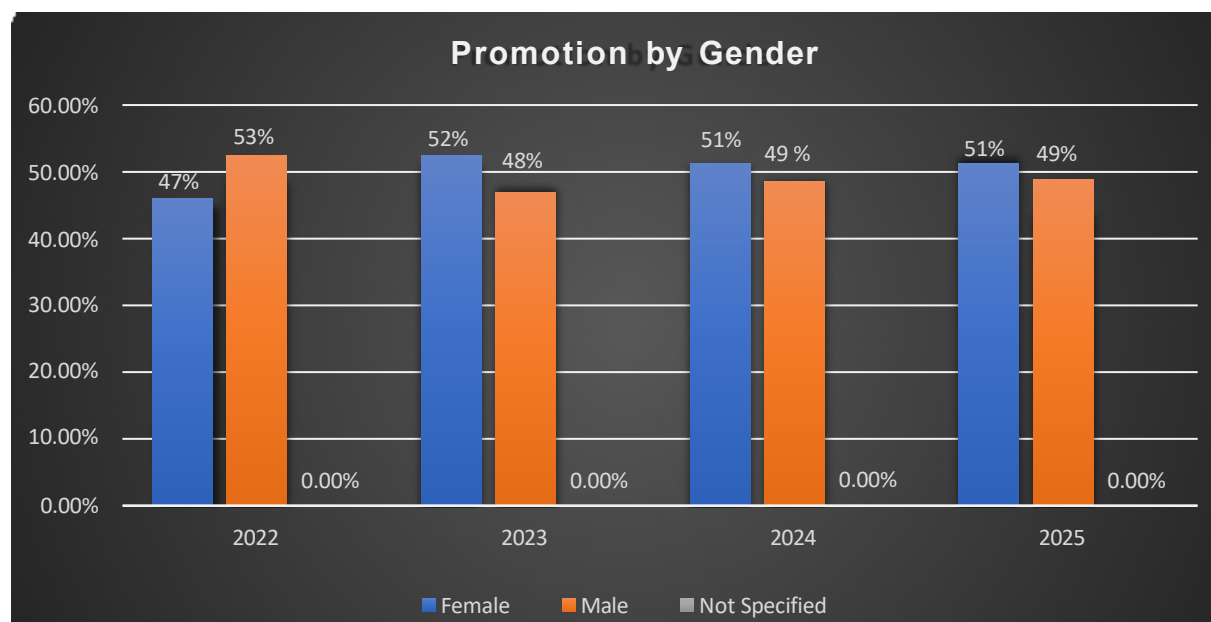


Chart 5: Overall Promotions by Gender 2022-2025

Chart 6 shows combined promotions by race/ethnicity group (BIPOC or White) for each year from 2022-2025. Data includes those who prefer not to specify their race or ethnicity.

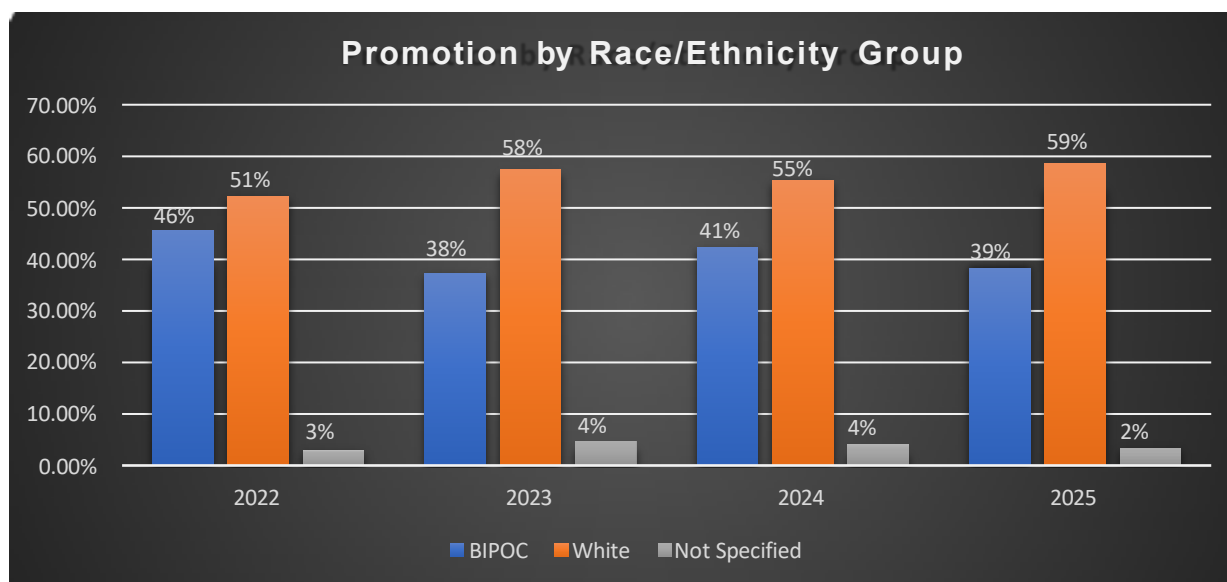


Chart 6: Overall Promotions by Race/Ethnicity 2022-2025

From 2022-2025, promotions into the highest earning positions varied by year for different demographics (Chart 7). Concerted and/consistent efforts must continue to be applied to maintain progress in diversifying King County’s supervisory positions.

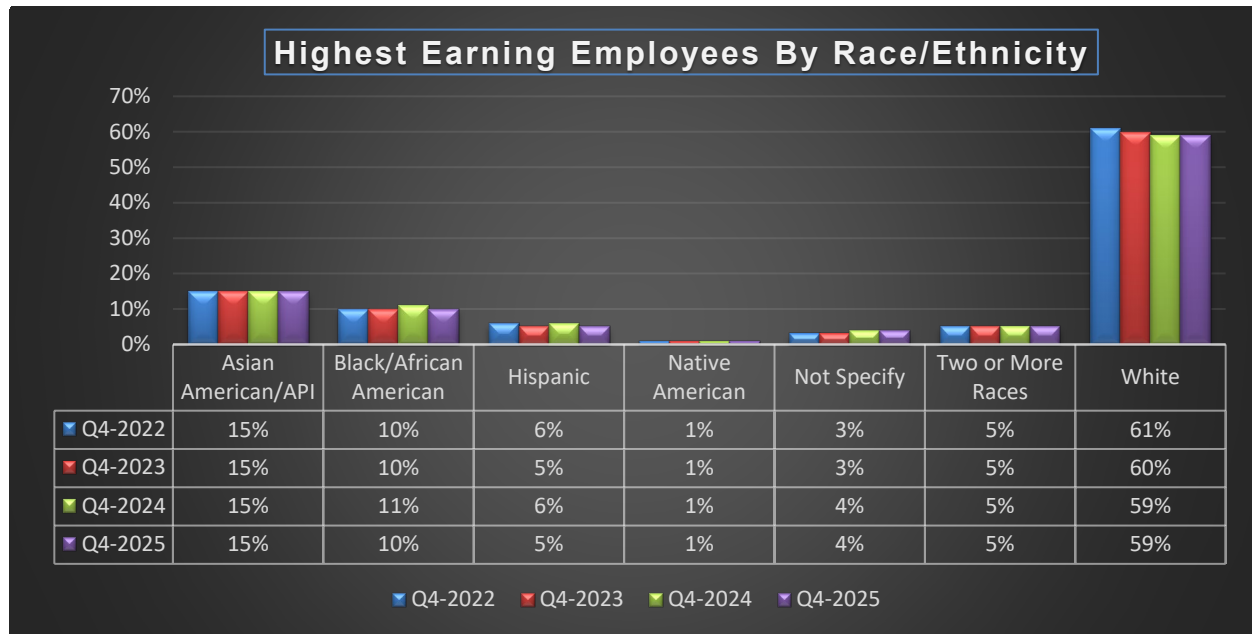


Chart 7: Demographics of the Highest Earning Employees by Year

From 2022-2025, hiring and promotions into supervisory positions varied by year for different demographics (Chart 8). Concerted and/consistent efforts must continue to be applied to maintain progress in diversifying King County’s supervisory positions.

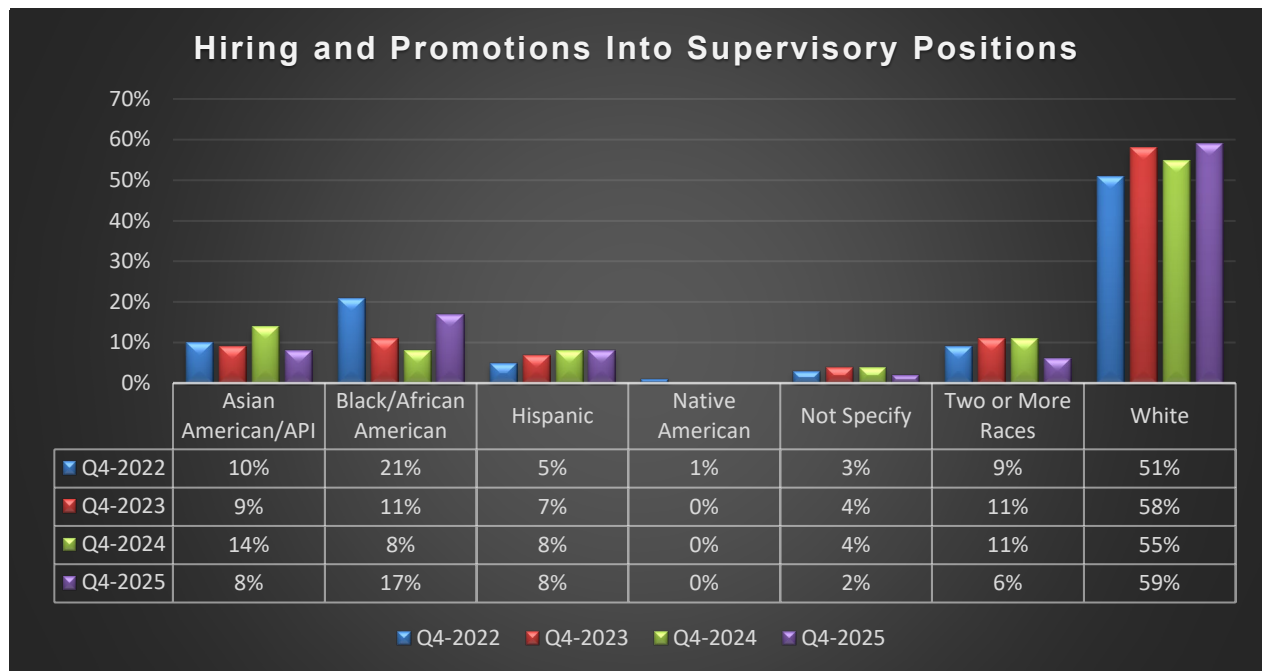


Chart 8: Demographics of those hired and promoted into supervisory positions

Turnover by Race

The graph below shows turnover by race/ethnicity groups. There is a decrease overall across groups overtime, with the Asian American/API racial group consistently having higher turnover numbers.

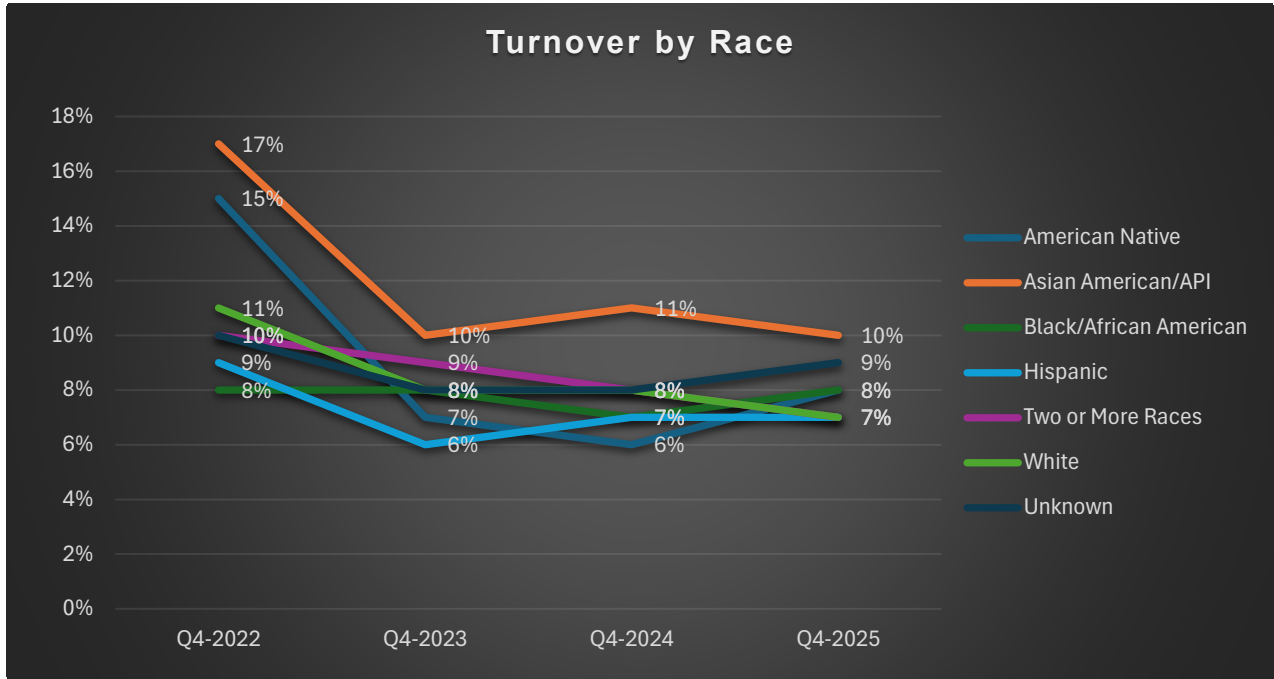


Chart 9: Turnover by race 2022-2025

Turnover by Gender

The graph below shows turnover by gender groups (Female and Male). There is a decrease overall in both groups with the Female group being consistently higher.

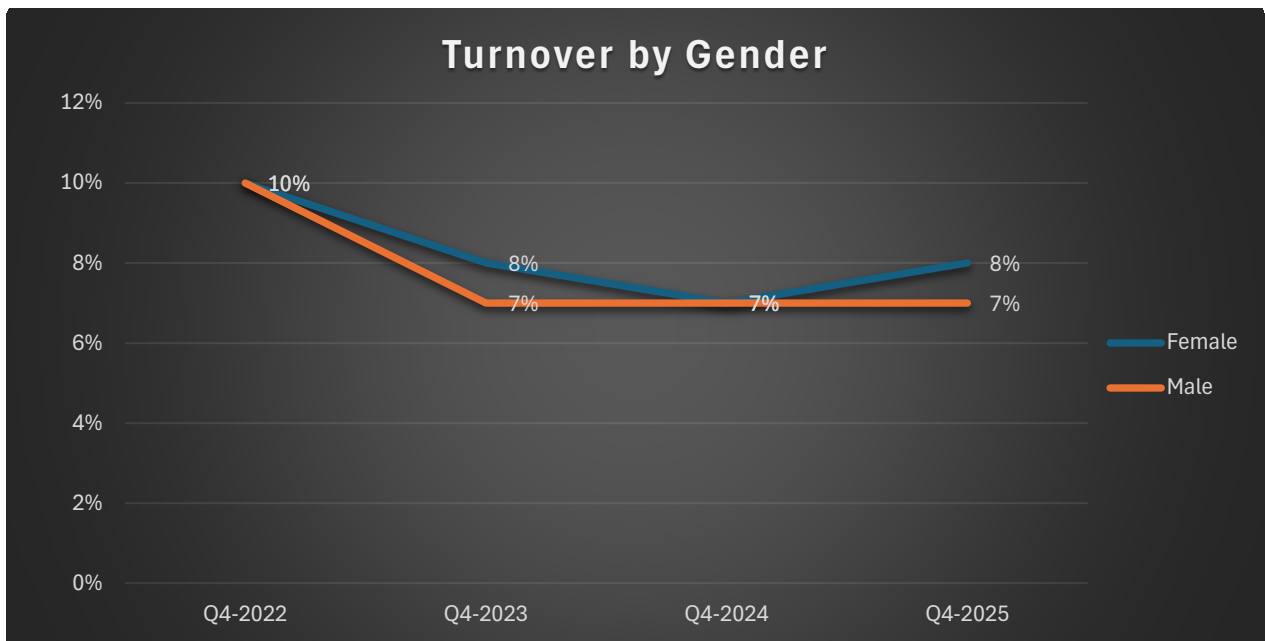


Chart 10: Turnover by Gender 2022-2025

E. Implementation plans for departments

This section contains the plan for each department for the 2026-2029 plan period with annual percentage placement goals whenever the representation within a job group for persons of color or women was less than would reasonably be expected, given the availability of basically qualified persons in the relevant labor area as reported in the 2020 Census.

K.C.C. 3.12.180: 3. Implementation plans for departments. Each implementation plan shall:

- a. identify the activities proposed each year during the plan period to meet the department's placement goals. The plan shall discuss how the proposed activities will help the department achieve its placement goals;*
- b. identify the activities proposed during the plan period by year to recruit, retain and promote women and persons of color in the work force; and*
- c. identify the specific activities during the plan period, by year, that each department will undertake to increase its hiring, retention, and promotion of persons with disabilities.*

Out of a total of 840 potential goal areas, 86 percent or 726 are fully represented. For the remaining 114 goal areas where there is underrepresentation, the executive departments have set forth several ongoing strategies to increase representation.

In both creating the new plan and analyzing the results of the prior plan, the County involved its Employee-Based Equal Employment Opportunity/Affirmative Action Advisory Committee and human resources staff from across King County. This assisted in informing implementation and accountability strategies.

The following pages contain the 2026-2029 placement goals by department and job categories for persons of color and women. These goals are based on King County workforce availabilities (from the 2020 county population) and where underrepresentation is currently found in the King County workforce (among the King County employee population). Departments will make good faith efforts to address these areas during the four-year term of this EEO/AA Plan. Implementation strategies are also included.

Department of Adult and Juvenile Detention (DAJD) 2026-2029 Placement Goals and Proposed Implementation Plan

Table 9: DAJD 2026-2029 Placement Goals

Group	Category							
Race & Gender	AS	OA	Professionals	PP	Protective Services	Service Maintenance	Skilled Crafts	Technicians
Asian								1
Black								
Hispanic		1				1		1
Native American	1							
Pacific Islander			1					
Two of More Races	1	1				2		
Female	2				1	1		
AS=Administrative Support; OA=Officials & Administrators; PP=Paraprofessionals								

During the four-year plan period, DAJD has made strides to increase their outreach to BIPOC communities, and that is reflected in the shift in their employee demographics.

DAJD will continue to focus their recruitment outreach programs on connecting with BIPOC communities, specifically Hispanic groups, using both social media and in-person job fairs. Members of DAJD's diverse recruitment team continue to focus on attending job fairs, including Women in Trades, and military and veteran's hiring programs. DAJD continues to actively develop recruitment ads via social media, digital and print advertisement to reach these communities in an effort to attract diverse talent to the workforce. They will continue to explore opportunities to attract these communities across Washington, Oregon, and Idaho.

Department of Assessments (DOA) 2026-2029 Placement Goals and Proposed Implementation Plan

Table 10: DOA 2026-2029 Placement Goals

Group	Category							
<i>Race & Gender</i>	<i>AS</i>	<i>OA</i>	<i>Professionals</i>	<i>PP</i>	<i>Protective Services</i>	<i>Service Maintenance</i>	<i>Skilled Crafts</i>	<i>Technicians</i>
Asian								1
Black		1						
Hispanic			2					1
Native American	1							
Pacific Islander								
Two of More Races		1	2					
Female	4	3						
AS=Administrative Support; OA=Officials & Administrators; PP=Paraprofessionals								

During the four-year plan period 2026-2029, the Department of Assessments will continue to partner closely with the Department of Human Resources' Talent Acquisition Committee and recruitment support team to expand outreach to underserved and underrepresented communities. This collaboration will include active participation in annual job and recruitment fairs, as well as the use of Equity Toolkit best practices to strengthen and diversify recruitment strategies.

To broaden visibility and reach a wider range of prospective applicants, the department will leverage social media platforms, diverse email listservs, and ethnic media outlets across the region. These efforts aim to increase awareness of employment opportunities and enhance the diversity of applicant pools. In addition, job postings will be shared across a variety of inclusive job boards to ensure broad and equitable access.

The department will also invest in internal Department of Assessments scholarship and professional development programs designed to cultivate talent from within. By supporting employees' educational advancement and career growth, the department seeks to build a stronger, more diverse pipeline of future professionals and leaders.

To reinforce these efforts internally, the department will host biweekly all staff meetings that highlight current recruitment initiatives and encourage staff to share opportunities within their own communities. These gatherings will serve as a platform to promote engagement, strengthen collective responsibility for inclusive hiring, and empower employees to act as ambassadors for the department's mission.

Department of Community and Human Services (DCHS) 2026-2029 Placement Goals and Proposed Implementation Plan

Table 11: DCHS 2026-2029 Placement Goals

Group	Category							
Race & Gender	AS	OA	Professionals	PP	Protective Services	Service Maintenance	Skilled Crafts	Technicians
Asian			1					
Black								
Hispanic		1						
Native American								
Pacific Islander								
Two of More Races								
Female	3							
AS=Administrative Support; OA=Officials & Administrators; PP=Paraprofessionals								

During the four-year plan period, DCHS will focus on community connections, relationship building, and continued use of best recruitment, hiring, and retention practices they have put in place. DCHS will reaffirm the County's commitment to equal employment opportunity and diversity, equity, and inclusion by reviewing personnel policies, employment practices and procedures, and making improvements or recommendations on steps to promote equal employment opportunity. DCHS's primary focus will be on retaining the diverse employees that they have hired and providing education and training to strengthen DCHS's commitment to equal employment opportunity and a racially just workplace. As part of these efforts, DCHS incorporated quarterly Supervisor 101 trainings in 2025, which became mandatory for supervisors/managers in DCHS beginning in January 2026 to support consistent leadership practices and strengthen workplace equity and accountability.

Department of Executive Services (DES) 2026-2029 Placement Goals and Proposed Implementation Plan

Table 12: DES 2026-2029 Placement Goals

Group	Category							
Race & Gender	AS	OA	Professionals	PP	Protective Services	Service Maintenance	Skilled Crafts	Technicians
Asian		1						1
Black								1
Hispanic					1	4	1	1
Native American			1		1	1		
Pacific Islander								
Two of More Races		1				1		1
Female	1				1			
AS=Administrative Support; OA=Officials & Administrators; PP=Paraprofessionals								

During the four-year plan period, DES will improve on the strategic plan they put in place with the previous EEO/AA plan. They will also continue to work to retain employees in areas where their goals have been met. They will continue to focus on internship programs and partnerships within the King County International Airport, Finance & Business Operations Division, Facilitates Management Division, the Office of Emergency Management and the Business Resource Center and apprenticeships in the Fleet Division. These agencies work with local high schools and other community partners serving diverse populations. DES is also working with the Year-Up United Program which serves students age 18-29 who have earned a high school diploma or GED and are of low to moderate income. The department will also continue to partner with the Department of Human Resources' Workforce Equity Team to create best practices around the development and retention of employees. As in-person job fairs begin to ramp back up, DES will evaluate which events will help meet these goals and attend accordingly. These events include:

- Women in Trades
- NW Aviation Conference and Trade Show
- Chinese Information and Service Center Career Fair
- High School career fairs (currently looking at Renton or Kent)

Department of Human Resources (DHR) 2026-2029 Placement Goals and Proposed Implementation Plan

Table 13: DHR 2026-2029 Placement Goals

Group	Category							
	<i>AS</i>	<i>OA</i>	<i>Professionals</i>	<i>PP</i>	<i>Protective Services</i>	<i>Service Maintenance</i>	<i>Skilled Crafts</i>	<i>Technicians</i>
Race & Gender								
Asian	1							
Black								
Hispanic								
Native American								
Pacific Islander								
Two of More Races	1	1						
Female								
AS=Administrative Support; OA=Officials & Administrators; PP=Paraprofessionals								

During this plan period, DHR HR will focus on developing a series of measures that help them better identify, monitor, and address the root causes of under-representation in our goal areas. This will include at least measures in applications, hiring, and retention disaggregated by race and gender, and will be completed by 2027. By better understanding where in the applicant pipeline and/or employee lifecycle they are losing diversity, DHR can create more effective countermeasures. DHR will partner with local and recognized entities that represent the interests of underrepresented employees to assess potential barriers in job posting descriptions and sourcing channels. They will partner with the Talent Acquisition team to develop and implement further recruiting best practices that ensure quality recruitment processes. Finally, DHR will continue to develop the mentorship program and will encourage current employees belonging to under-represented groups to apply to the program as mentors and mentees.

Department of Judicial Administration (DJA) 2026-2029 Placement Goals and Proposed Implementation Plan

Table 14: DJA 2026-2029 Placement Goals

Group	Category							
<i>Race & Gender</i>	<i>AS</i>	<i>OA</i>	<i>Professionals</i>	<i>PP</i>	<i>Protective Services</i>	<i>Service Maintenance</i>	<i>Skilled Crafts</i>	<i>Technicians</i>
Asian								
Black								
Hispanic			1					
Native American								
Pacific Islander								
Two of More Races								
Female	2							
AS=Administrative Support; OA=Officials & Administrators; PP=Paraprofessionals								

During the four-year plan period, DJA will focus on using best practices for recruiting and selecting a diverse workforce. To expand their outreach efforts, they plan to use a centralized outreach list that is being developed by the Department of Human Resources. Additionally, they will focus on building diverse applicant pipelines through colleges and Communities of Opportunity. DJA will continue exploring opportunities to partner with other county agencies to attend job fairs and will focus on increasing diversity on their interview panels and rater groups. DJA will also continue to require anti-bias training for all raters and panelists and implement in-person rater reconciliation to uncover bias.

DJA will continue to implement strategies learned from a process they implemented previously to measure the impact their outreach strategies have on their job postings. They will further focus their strategies on retaining a diverse workforce by creating a welcoming and inclusive workplace. They have committees working on New Employee Orientation, onboarding, and peer sponsors to provide new employees with a positive and meaningful experience.

Department of Local Services (DLS) 2026-2029 Placement Goals and Proposed Implementation Plan

Table 13: DLS 2026-2029 Placement Goals

Group	Category							
<i>Race & Gender</i>	<i>AS</i>	<i>OA</i>	<i>Professionals</i>	<i>PP</i>	<i>Protective Services</i>	<i>Service Maintenance</i>	<i>Skilled Crafts</i>	<i>Technicians</i>
Asian						3		1
Black						1		
Hispanic		1				4	3	
Native American								
Pacific Islander								
Two of More Races		1						
Female	1						1	
AS=Administrative Support; OA=Officials & Administrators; PP=Paraprofessionals								

During the four-year plan period, DLS will continue to focus on strengthening current processes and strategies and building them to stay focused on meeting and exceeding placement goals. They will continue to participate in recruitment events with a focus on diversity. These events include:

- Women in Trades Fair organized by Washington Women in Trades
- High School Career Day
- Peace in the Hood Job Fair
- National Black Engineers Conference organized by the National Society of Black Engineers
- Showcase at accesso™ ShoWare Center.

DLS's Equity Social Justice Advisory Change Team established a Workforce Planning Pipeline Committee to generate ideas for improving recruitment and promotion efforts. The department is also focusing on creating a culture of welcoming and belonging to ensure they maintain the gains they have made in diversifying their workforce. DLS will continue to focus on the representation it already has with two committees that are focused on helping high school and college students find jobs once they graduate. These advisory committees are at the Green River College in the Career and Technical Department and the career center advisory team with the Kent School District, one of the most diverse districts in the state.

Department of Natural Resources and Parks (DNRP) 2026-2029 Placement Goals and Proposed Implementation Plan

Table 14: DNRP 2026-2029 Placement Goals

Group	Category							
Race & Gender	AS	OA	Professionals	PP	Protective Services	Service Maintenance	Skilled Crafts	Technicians
Asian		1				2	2	
Black								1
Hispanic						6		1
Native American	1							
Pacific Islander								1
Two of More Races								
Female	1				1			
AS=Administrative Support; OA=Officials & Administrators; PP=Paraprofessionals								

DNRP will continue to evaluate and improve their recruitment process with an intent to ensure equity is built into each step of the process. They will focus on addressing DNRP's outreach and sourcing of candidates as well as marketing of DNRP positions. DNRP's effort with the recruitment lifecycle will include special focus on connecting with different BIPOC communities to fill positions in mentioned categories. Areas of strong focus include the following:

- Continue to work with their equity and social justice subcommittees on enhancements to their recruitment processes.
- Partner with the Green Jobs program manager to create career on-ramps for those in internship programs.
- Outreach to affinity groups within King County for collaboration and a strong partnership.
- Continue to advertise positions with KXPA Radio Station, Latin X radio, and El Centro De La Raza.
- Partner with Careers in Government for social media efforts.
- Connect with the Washington State programs coordinator for Youth Corps.

Department of Public Defense (DPD) 2026-2029 Placement Goals and Proposed Implementation Plan

Table 15: DPD 2026-2029 Placement Goals

<i>Group</i>	<i>Category</i>							
<i>Race & Gender</i>	<i>AS</i>	<i>OA</i>	<i>Professionals</i>	<i>PP</i>	<i>Protective Services</i>	<i>Service Maintenance</i>	<i>Skilled Crafts</i>	<i>Technicians</i>
Asian	1		1					
Black								
Hispanic								
Native American			2					
Pacific Islander			1					
Two of More Races								
Female			10					
AS=Administrative Support; OA=Officials & Administrators; PP=Paraprofessionals								

DPD will continue to focus on strengthening current recruitment and retention processes and procedures. During the four-year plan period, DPD will further develop their targeted outreach efforts at career fairs, colleges and universities, for both non-attorney and attorney applicants. DPD will continue to work on expanding opportunities to hire from the same communities our clients call home.

Public Health Seattle-King County (PHSKC) 2026-2029 Placement Goals and Proposed Implementation Plan

Table 16: PHSKC 2026-2029 Placement Goals

<i>Group</i>	<i>Category</i>							
<i>Race & Gender</i>	<i>AS</i>	<i>OA</i>	<i>Professionals</i>	<i>PP</i>	<i>Protective Services</i>	<i>Service Maintenance</i>	<i>Skilled Crafts</i>	<i>Technicians</i>
Asian				1		1		
Black								
Hispanic				1				
Native American								1
Pacific Islander								
Two of More Races		1						
Female				2		1		
AS=Administrative Support; OA=Officials & Administrators; PP=Paraprofessionals								

During the four-year plan period, PHSKC will continue to focus on areas of success for both recruitment and retention purposes. They will expand outreach and sourcing efforts with the focus on building strong relationships with community partners to attract candidates from underserved and underrepresented communities. Through partnerships with local agencies, PHSKC will lead targeted outreach events to women and people of color in the field of EMS to increase a more diverse candidate pool. They will also focus on pipeline efforts connecting specifically with youth in the community to provide hands-on learning opportunities to increase awareness and interest in Public Health highlighting career pathways. They will also launch an Educational Opportunities

Catalogue as a central resource to connect prospective candidates to internships throughout the department.

PHSKC will leverage their social media presence on LinkedIn, Instagram, and Facebook to increase recruiting networks and advertising openings. They will also continue partnering with department Equity, Inclusion, and Belonging Managers, affinity groups, and advisory groups to develop additional outreach strategies. They are in the process of evaluating their onboarding experience across the department. Their project aims to improve the employee experience by creating a culture that welcomes and includes new hires, demonstrates the department's commitment to well-being and belonging, and retains staff over the long term, with particular emphasis on BIPOC staff. They will develop additional resources to support new hires and supervisors from the new hire's first day through the first six months of employment.

King County Elections (KCE) 2026-2029 Placement Goals and Proposed Implementation Plan

Table 17: KCE 2026-2029 Placement Goals

Group	Category							
<i>Race & Gender</i>	<i>AS</i>	<i>OA</i>	<i>Professionals</i>	<i>PP</i>	<i>Protective Services</i>	<i>Service Maintenance</i>	<i>Skilled Crafts</i>	<i>Technicians</i>
Asian		1						
Black								
Hispanic								
Native American								
Pacific Islander								
Two of More Races								
Female	8							
AS=Administrative Support; OA=Officials & Administrators; PP=Paraprofessionals								

During the four-year plan period, KCE will continue to expand recruitment and training efforts to increase their established talent pipeline, while standardizing the recruitment process. The following are additional steps they will undertake:

- Offer in-person interviews and hire events where they will conduct some onsite testing and interviews with job offers.
- Participate in King County Affinity groups' activities and work with KCE Equity and Social Justice Change Team to strategize about best practices in recruitment and retention.
- Partner with the Workforce Equity Manager to help create best practices to develop current employees.
- Train human resources practitioners and hiring managers to use the Hiring an Excellent Workforce toolkit.
- Participate in the King County Jobs and Housing program, providing support for jobs and housing for those currently experiencing homelessness.
- Partner with the Department of Community and Health Services Communities of Opportunities and Veterans Affairs for hiring temporary elections workers.
- Advertise job openings with their Voter Education Fund (VEF) partners. KCE offers grants to over 30 community organizations to fight voter suppression and increase civic engagement and voter participation among historically excluded communities.

- Promote a racially just workplace and culture for all employees.

King County Information Technology (KCIT) 2026-2029 Placement Goals and Proposed Implementation Plan

Table 18: KCIT 2026-2029 Placement Goals

Group	Category							
	<i>AS</i>	<i>OA</i>	<i>Professionals</i>	<i>PP</i>	<i>Protective Services</i>	<i>Service Maintenance</i>	<i>Skilled Crafts</i>	<i>Technicians</i>
Asian			1					2
Black		1						
Hispanic	1	1						1
Native American								
Pacific Islander								
Two of More Races	1							
Female								1
AS=Administrative Support; OA=Officials & Administrators; PP=Paraprofessionals								

During the four-year plan period, KCIT will maintain focus on including disadvantaged and historically excluded employees in all employment practices, and ensure nondiscrimination in all aspects of employment. KCIT intends to achieve its goals through an ongoing assessment of outreach in hiring, review of hiring decisions, promotional patterns, training, development, and a review of terminations, demotions, and lay-offs (if applicable). KCIT will routinely conduct detailed assessments of current employment practices to identify those practices that operate as employment barriers and unjustifiably contribute to underutilization. Any problem areas that are identified will have a proposed remedial, affirmative action included in the EEO program. The assessment will include:

- Outreach in recruitment and employment selection procedures.
- Compensation determinations and benefits administration.
- Disciplinary procedures and terminations (voluntary and involuntary); and,
- A reasonable assessment of external factors which may lead to underutilization.

KCIT will continue to review its position descriptions, position titles, application forms, interview procedures, skills testing procedures (if any), final selection process and similar matters to determine whether they interfere with the hiring and advancement of diverse qualified candidates. To achieve its objectives, KCIT will partner with their Employee-Based Equal Employment Opportunity/Affirmative Action Advisory Committee representative to coordinate strategic outreach for underrepresented groups.

Emphasis will be given to positions in those categories that are underrepresented for the job category in which the vacancy exists. In September 2025, KCIT leadership met in-person with leaders from Washington Alliance for Better Schools (WABS) on a new pathway program for IT. WABS is a partnership of 12 school districts and industry representing 300,000 students focused on helping students furthest from opportunity envision and achieve high opportunity careers. KCIT has been and will continue to work in close collaboration with WABS to design the parameters and key elements of a program focused on high school students furthest from opportunity.

King County Sheriff's Office (KCSO) 2026-2029 Placement Goals and Proposed Implementation Plan

Table 19: KCSO 2026-2029 Placement Goals

Group	Category							
	<i>AS</i>	<i>OA</i>	<i>Professionals</i>	<i>PP</i>	<i>Protective Services</i>	<i>Service Maintenance</i>	<i>Skilled Crafts</i>	<i>Technicians</i>
Asian	1							3
Black		1	1		2			
Hispanic	2							
Native American					1			
Pacific Islander								
Two of More Races					1			
Female		2						
AS=Administrative Support; OA=Officials & Administrators; PP=Paraprofessionals								

During the four-year plan period, KCSO will focus its efforts on strengthening existing plans and strategies to reach its placement goals. Below are actions the KCSO Human Resource, Recruiting, and Community Outreach teams will take to attract and hire diverse and underrepresented candidates, including women, veterans and people of color for deputy positions:

- KCSO's recruiting team, the Community Outreach Specialist, and each precinct will focus on building relationships, trust, and connection within local communities to attract underrepresented candidates.
- KCSO will diversify its job boards and advertising to attract and engage a more diverse and underrepresented candidate pool, including women, veterans and people of color for deputy positions.
- KCSO will incorporate a variety of diverse representation in social media postings, videos, and marketing collateral to ensure recruitment materials reflect the communities served.
- The KCSO Recruiting team and Human Resource team will continue to collaborate with the Civil Service Unit to maintain a fair and equitable hiring process.
- KCSO will take steps to reduce barriers and improve the overall candidate experience by enhancing accessibility and communication.
- KCSO will expand outreach and transition programs to military candidates ending their active military service soon and veteran populations for deputy law enforcement careers.

KCSO will incorporate these efforts into recruiting and human resource work plans and monitor progress using metrics and analytics consistent with industry benchmarks. KCSO will utilize this data-informed approach to guide continuous improvement to its strategies.

Metro Transit Department (MTD) 2026-2029 Placement Goals and Proposed Implementation Plan

Table 20: MTD 2026-2029 Placement Goals

Group	Category							
	<i>AS</i>	<i>OA</i>	<i>Professionals</i>	<i>PP</i>	<i>Protective Services</i>	<i>Service Maintenance</i>	<i>Skilled Crafts</i>	<i>Technicians</i>
Asian		3	2				29	2
Black								
Hispanic	1		10			78	7	2
Native American			5			3		
Pacific Islander								1
Two of More Races						4		
Female	17		20			574	55	10
AS=Administrative Support; OA=Officials & Administrators; PP=Paraprofessionals								

During the four-year plan period, MTD will focus on strategies they have successfully implemented, as well as on strengthening programs and projects they have developed. They will focus on increasing outreach in BIPOC communities, speaker engagements, and resume and career workshops for bus operators, especially in Communities of Opportunity. The following are additional activities and strategies that MTD plans to undertake:

- Continue the implementation of standardized recruiting practices and monitor their effectiveness.
- Train recruiters on competency-based recruiting strategies, to move away from experience-based recruiting which can adversely impact those with less opportunities and connections.
- Train recruiters on crucial conversations to be able to give constructive feedback to candidates and hiring managers.
- Train recruiters to better discuss team diversity with their hiring managers.
- Train recruiters to facilitate interview calibration sessions.
- Establish more effective recruiting metrics through Metro's Monthly Business Review.
- Build new programming to provide career pathways, development opportunities and mentorship to existing employees, and consider apprenticeship, training programs, on the job training programs, and other career advancement programs.
- Provide access to training for employees to grow in their existing positions and potentially take steps to new positions.
- Leverage existing programs and consider new programs to attract target populations to work at Metro, including veterans, women in trades, and people of color.
- Consider effective ways to enhance computer skills, particularly for Metro employees who do not utilize computers in their day-to-day work.

Prosecuting Attorney's Office (PAO) 2026-2029 Placement Goals and Proposed Implementation Plan

Table 21: PAO 2026-2029 Placement Goals

Group	Category							
	<i>AS</i>	<i>OA</i>	<i>Professionals</i>	<i>PP</i>	<i>Protective Services</i>	<i>Service Maintenance</i>	<i>Skilled Crafts</i>	<i>Technicians</i>
Race & Gender								
Asian								
Black								
Hispanic								
Native American								
Pacific Islander			1					
Two of More Races								1
Female								
AS=Administrative Support; OA=Officials & Administrators; PP=Paraprofessionals								

During the four-year plan period, the PAO will continue to use their previously developed strategies for recruiting and retaining a diverse staff who reflect the community they serve. To expand their recruiting efforts, they are partnering with the University of Washington, Seattle University, and Gonzaga law schools to develop and build relationships with law students. This includes sending members of their Equity Action Groups to talk to law students of color regarding a career in prosecution. The PAO will also continue to send their job announcements to the Washington Regional Minority Bar Association and the Washington Bar Association diversity list serves. They will continue to attend the National Black Prosecutor's Association conference, which includes a job fair. And they plan to attend the Southeastern Minority Job fair and the Equal Justice Works Career Fair and Conference, which is the largest national public-interest legal career fair.

For their professional administrative staff, they have and will continue to reduce barriers that preclude groups from applying. A good example is that they no longer require a master's degree in social work for victim advocate recruitments. As a result, they have received more applicants of color. They are and will continue to advertise on social media—Facebook, LinkedIn, and Twitter. The PAO is also considering attending more job fairs where they can recruit more diverse applicants for their professional administrative staff positions.

F. Previous Plan—2022-2025—Overview

This section briefly summarizes the previous (2022-2025) EEO/AA Plan. This summary includes previous plan goals, a summary of activities that helped departments achieve goals, as well as a few featured accomplishments.

Previous Plan Goals

Data analysis of the previous plan showed that out of the 840 defined goal areas, 86 percent (722) had a workforce makeup consistent with the availability of people of color or women with requisite job skills in King County.

For the remaining 118 goal areas (14 percent) where the percentage of people of color and women were underrepresented when compared with those qualified and available in the workforce, the executive branch implemented strategies to increase representation. Note: not every department has employees in each job classification group and many already reflect the available workforce.

The availability of persons of color or women with requisite job skills in the specified job categories of the 2022-2025 Plan was broken down as follows for people who identify as:

- Asian: 83 percent of goal setting areas were fully represented (99 of 120)
- Black: 93 percent of goal setting areas were fully represented (111 of 120)
- Hispanic: 74 percent of goal setting areas were fully represented (89 of 120)
- Native American: 93 percent of goal setting areas were fully represented (112 of 120)
- Pacific Islander: 92 percent of goal setting areas were fully represented (110 of 120)
- Two or More Races: 87.5 percent of goal setting areas were fully represented (105 of 120)
- Female: 80 percent of goal setting areas were fully represented (96 of 120)

Plan Achievement Summary

Although executive departments faced a variety of ongoing recruitment challenges during the prior plan period, placement goals were for the most part achieved across all departments. A concerted effort was made by departments to reach out to, build, and strengthen sustainable relationships with underrepresented BIPOC communities through targeted outreach strategies, targeted advertising, and building pipelines for future employees. Overall:

- One department achieved 100 percent of their placement goals;
- Six departments achieved 75 percent or more of their placement goals, but less than 100 percent;
- Six departments achieved 50 percent or more of their placement goals, but less than 75 percent;
- Two departments achieved less than 50 percent of their placement goals.



Chart 11: Percent of 2022-2025 EEO/AA Placement Goals Achieved
Plan Activities Summary

Executive branch departments focused on areas of historical underrepresentation, incorporating best practices, and implementing meaningful strategies for addressing diversity in placement areas. The County's Workforce Equity Manager oversaw the implementation of workforce equity strategies and equity and social justice practices in partnership with the Office of Equity and Social Justice (ERSJ), department human resources managers, department directors, department and division equity, inclusion and belonging managers, equal employment affirmative action employee advisory committee, and employee resource groups (also known as affinity groups).

Departments and agencies engaged in equity and social justice strengths, weaknesses, opportunities, and challenges (SWOC) processes with employees to obtain feedback on county recruitment, hiring, and retention practices and workplace culture as part of the implementation of what was the County's ERSJ Strategic Plan. This practice of ongoing feedback and evaluation helped inform how to make King County a government that is multicultural, inclusive, where everyone belongs, and where every employee feels valued and supported to learn, grow, and continue to deliver best services to the communities they serve.

As a central service delivery department serving all executive departments, the Department of Human Resources kept its focus on equitable recruitment, pipeline work development, and talent acquisition, which resulted in the improvement of current processes and practices that all departments can use. The following are some of the prior plan's best practices that are used in the recruitment, hiring, and retention processes across departments:

- Requiring hiring panelists to review the most recently updated "Countering Bias" video and participate in ensuing discussions to increase awareness around implicit biases during the hiring process.
- Providing hiring incentives and programs specific to department needs.
- Increasing the availability of diversity, equity, and inclusion trainings.
- Including diverse subject matter experts and hiring panelists.
- Posting and conducting competitive hiring processes for special duty assignments, which provide an exceptional opportunity to gain invaluable workplace skills for career advancement.
- Developing partnerships with local high schools, colleges and other community-based organizations to build pipelines to employment in hard-to-fill jobs to hire more women and people of color in these positions.
- Participating in job and career fairs, both in person and virtually.
- Posting positions utilizing electronic job boards, career listservs, and social media.

Plan Accomplishment Highlights

The following include some of the results of the County's 2022-2025 actions that reiterate and advance the County's commitment to equal employment opportunity, diversity, equity, inclusion, and belonging.

- Increased representation of diverse and underrepresented employees to reflect the increasingly diverse community the County serves.
- Expanded job application tools that made the application process more accessible for candidates with disabilities, candidates with children or other family responsibilities, and candidates of lower socio-economic status.

- Broadened recruitment efforts to attract a diverse pool of applicants including participation in career and job fairs, expos, and community events.
- Targeted advertising of job opportunities to professional organizations representing women, BIPOC persons, and other underrepresented groups.
- Expanded internship programs to provide opportunities for community youth from a variety of diverse backgrounds to learn about potential careers, including those in public service.
- Expanded transformational conversations, which fostered opportunities to discuss diversity, equity, inclusion, belonging, and other emerging issues among leadership and staff.
- Expanded the Professional Development Scholarship Fund by increasing the fund amount and extending to non-represented employees, which provides access to funds to support career growth and training.

VI. Conclusion

The King County 2026-2029 Equal Employment Opportunity/Affirmative Action Plan (EEO/AA Plan) is part of a broader commitment by the King County Executive and executive departments to equal employment opportunity and affirmative action in the workplace. Central to this commitment is the belief that the County workforce best serves King County residents when it reflects the profile of the many communities it serves.

Through a combination of department specific strategic approaches in recruitment, hiring, and retention, and in collaboration with both internal and external partners, King County's executive departments will over the next four years implement their plans, monitor progress, and cultivate a workforce that is representative of King County's population.

King County will continue to refine efforts through the EEO/AA Committee, ERSJ strategic planning, department leadership, the Department of Human Resources. This work will be accomplished with the input of the Workforce Equity Manager, Human Resources Managers, and Equity, Inclusion and Belonging Managers.

VII. Appendix A: King County Code 3.12.180

K.C.C. 3.12.180 Equality of county employment - reporting requirements.

A. For purposes of this section:

1. "County work force" means persons employed by King County executive departments;
2. "Job group" means a grouping of jobs as defined by the United States Department of Labor;
3. "Labor force availability rate" means the percentage of persons of color or women with requisite job skills in King County as reported by the United States Census Bureau;
4. "Persons of color" means persons in each of the following groups: Blacks; Hispanics; Asian/Pacific Islanders; and Native Americans; and
5. "Placement goal" shall equal the labor force availability rate.

B. The county is an equal opportunity employer and shall carry out federal, state and local laws and regulations prohibiting discrimination in employment on the basis of one or more of the protected classes as defined in K.C.C. chapter 3.12D. Further, it is the intent of the county to ensure that employment is based on the principle of equal opportunity and that such a principle shall be implemented in all county personnel-related actions including, but not limited to, recruitment, hiring, testing, training, promotion, compensation, transfer, and all other terms and conditions of employment in all job classifications.

C. In order to comply with federal contracting requirements and to ensure equal opportunity for all persons, all county departments shall establish and maintain an effective equal employment opportunity affirmative action plan, as adopted by the council by ordinance. Such an equal employment opportunity affirmative action plan shall promote the objectives of public policy set forth in applicable federal and state laws relating to nondiscrimination, equal employment opportunity, affirmative action, and civil rights. Specifically, the plan shall promote the objectives of the State Law Against Discrimination, chapter 49.60 RCW (applicable parts), and provisions of the Washington Administrative Code adopted thereunder. As part of the county's equal employment opportunity affirmative action plan, the executive shall submit by June 1 of every fourth year, commencing with 2018, a proposed ordinance for the approval of an equal employment opportunity affirmative action plan pertaining to executive county departments and agencies to be approved, or modified, by the council by ordinance, or rejected by the council, by January 1 following the plan's submittal to council. The equal employment opportunity affirmative action plan shall include:

1. Information related to county work force statistics, which shall include:
 - a. a comparison of labor force availability for women and persons of color to the county's actual labor force for women and persons of color as a summary across all departments. The plan shall also compare labor force availability for women and persons of color to the county's actual labor force for women and persons of color by departments and job group. The plan shall also summarize the percentage of total goal setting areas which meet or exceed the labor force availability rate;
 - b. a summary of the county work force by job group and by race and gender;
 - c. a discussion of the methodology by which the labor force availability and county work force data is developed and a listing of the county job classifications that are included in each job group;
 - d. the total number of persons with disabilities in each job group within the county work force and the total number of persons with disabilities by department voluntarily reported by individuals for equal employment opportunity affirmative action purposes. The plan shall include the number of positions for which an accommodation is currently in effect;
 - e. the total number and percentage of employees by salary range and by race and gender. Salary ranges shall be reported in a manner consistent with the equal employment opportunity data reported by the United States Census Bureau. The plan shall include data reported by the United States Census bureau on the total number and percentage of the labor force working in King County by salary range and by race and gender;
 - f. an analysis by race and gender of the positions filled by promotion during the prior plan period. For the purposes of this subsection, "promotions" means those instances in which an individual advances in salary level because the individual changed to a position with a higher pay range assignment either through a competitive process or through a reclassification;

g. a summary by year for the prior plan period on executive branch discrimination complaints by basis of complaint and complaint status. The summary shall also include data by department on the number of complaints filed by complaint type and the number of people filing complaints; and

h. historical data on the county work force by race and gender. Historical data before 2014 is required only to the extent it is readily available;

2. Placement goals for the plan period. For those job groups within departments where the actual number of women and persons of color employed is less than projected by labor force availability, a placement goal by race and gender shall be established for the entire plan period. A placement goal shall equal the labor force availability rate. Placement goals are used to measure progress toward achieving equal employment opportunity. Placement goals may not be quotas, which must be met, nor do they create set-asides for specific groups. Placement goals may not be used to supersede merit selection principles. Further, existence of a placement goals does not constitute evidence of discrimination. If a placement goal has been established, the plan shall identify the labor force availability rate;

3. Implementation plans for departments. Each implementation plan shall:

a. identify the activities proposed each year during the plan period to meet the department's placement goals. The plan shall discuss how the proposed activities will help the department achieve its placement goals;

b. identify the activities proposed during the plan period by year to recruit, retain and promote women and persons of color in the work force; and

c. identify the specific activities during the plan period, by year, that each department will undertake to increase its hiring, retention, and promotion of persons with disabilities; and

4. A summary of the results of the prior equal employment opportunity affirmative action plan, which shall include:

a. a description of the progress of each department in completing the activities listed in subsection C.3. a. through c. of this section proposed in the previous implementation plan. The outcomes of each activity shall be reported. The department of human resources shall provide an evaluation of the effectiveness of each department's implementation activities during the plan period;

b. the status of each placement goal established in the prior equal employment opportunity affirmative action plan. For each identified placement goal, the status report shall report the:

(1) labor force availability rate;

(2) total number of positions filled for the corresponding job group within a department;

(3) of the total number reported under subsection C.4.b.(2) of this section, the number of positions that were filled by each race and gender category; and

(4) an actual hiring rate for each race and gender category calculated by dividing the number of positions filled by the number of positions filled by each race and gender category; and

c. a separate listing of those placement goals for the plan period that were not achieved. Placement goals are considered not achieved when the actual hiring rate is less than the availability rate for the overall plan period. For each placement goal not achieved, the plan shall provide an analysis of why the goals were not met including whether the planned implementation activities were completed. Placement goals shall only be considered not achieved in those instances in which the total number of hires is large enough such that it is statistically reasonable to expect under conditions of equal employment opportunity that the number of hires by race and gender will reflect work force availability.

D. The executive shall submit a proposed ordinance approving a new four-year equal employment opportunity affirmative action plan to the council within twelve months of the publication of the appropriate data from the ten-year United States Census. (Ord. 19977 § 5, 2025: Ord. 19953 § 20, 2025: Ord. 19738 § 9, 2023: Ord. 18793 § 10, 2018: Ord. 18635 § 15, 2017: Ord. 17631 § 1, 2013: Ord. 15777 § 1, 2007: Ord. 12014 § 18, 1995).

VIII. Appendix B: Nondiscrimination, Anti-Harassment & Inappropriate Conduct Policy (PDF)

The PDF attachment labeled Appendix B is King County's [Nondiscrimination, Anti-Harassment & Inappropriate Conduct Policy & Reporting Procedures](#).

IX. Appendix C: Workforce Availabilities by Department and Job Group (PDF)

The PDF attachment labeled Appendix C consists of a report that fulfills the requirement in K.C.C. 3.12.180.C.1.a: A comparison of labor force availability for women and persons of color to the county's actual labor force for women and persons of color as a summary across all departments. The plan shall also compare labor force availability for women and persons of color to the county's actual labor force for women and persons of color by departments and job group. The plan shall also summarize the percentage of total goal setting areas which meet or exceed the labor force availability rate.

X. Appendix D: List of County Laws, Policies, Programs, and Work Groups Focused on EEO/AA-Related Efforts.

King County's commitment to equal employment opportunities and affirmative action is shown in many ways, including adherence to federal, state, and local laws, and county policies, procedures, and practices. This section discusses the many ways in which King County aligns policies and programs with EEO/AA goals.

Laws

- Title VII of the Civil Rights Act of 1964, which prohibits employment discrimination based on race, sex, color, religion, or national origin.
- Executive Order 11246, Equal Employment Opportunity, as amended, forbids employment discrimination based on race, color, religion, sex, or national origin by federal contractors and subcontractors and requires them to develop affirmative action plans and to take positive steps to eliminate employment bias.
- Age Discrimination in Employment Act of 1967, which prohibits discrimination against employees and applicants who are over 40 years of age.
- The Vocational Rehabilitation Act of 1973, which requires federal contractors to take affirmative action to employ and promote qualified handicapped persons (Section 503) and prohibits discrimination against handicapped persons in any program or activity receiving federal financial assistance (Section 504).
- Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended, which requires employers to take affirmative action to employ and advance disabled veterans and qualified veterans of the Vietnam era.
- The Americans with Disabilities Act of 1990 (ADA), which protects qualified individuals with disabilities. The Act requires employers to make reasonable accommodation to facilitate employment of disabled individuals unless the employer can show the accommodation would impose undue hardship on the operation of business.
- The Civil Rights Act of 1991, which expands the scope of relevant civil rights statutes to provide adequate protection to victims of discrimination and provides appropriate remedies for intentional discrimination and unlawful harassment in the workplace.
- Chapter 49.60 RCW, Washington's Law Against Discrimination, which prohibits unfair employment practices based on protected classes.

Nondiscrimination, Anti-Harassment & Inappropriate Conduct Policy & Reporting Procedures

King County is committed to maintaining a respectful, productive, inclusive, and equitable workplace. All elected officials and employees are expected to act with fairness, civility, integrity and to treat all coworkers equitably. Discrimination, harassment, retaliation, and inappropriate conduct based on a protected status undermines the integrity of the employment relationship and is prohibited. All complaints of conduct inconsistent with these expectations, regardless of whether the conduct rises to the level of unlawful discrimination, harassment, or retaliation, will be addressed. King County will determine the appropriate response to all complaints, which may include a formal investigation.

Substantiated complaints will result in prompt, corrective action, up to and including termination of any employee violating this policy.

King County prohibits discrimination or harassment that is related to an individual's sex, race, color, national origin, ethnicity, religious affiliation, disability, sexual orientation, gender identity or expression, age except by minimum age and retirement provisions, pregnancy, status as a family caregiver, parental status, marital status, military status or status as a veteran who was honorably discharged or who was discharged solely as a result of the person's sexual orientation or gender identity or expression, citizenship or immigration status, genetic information, use of a service animal, domestic violence victimization, and any other status protected by federal, state or local law. Additionally, King County prohibits retaliation of any kind against employees who engage in related protected activity, such as good faith reporting of harassment, discrimination, inappropriate conduct, or retaliation, or assisting in the investigation of such complaints.

Gender Identity in the Workplace Policy

King County's "Gender Identity in the Workplace: Policies for Supporting Transgender, Non-Binary and Gender Diverse Employees" policy covers among other topics: terminology, privacy, names and pronouns, gender markers, personnel records, dress codes, health and leave benefits, access to gendered facilities, customer service, anti-harassment and non-discrimination procedures, a prohibition against threats and acts of violence, and support of employees transitioning in the workplace.

Reasonable Accommodation in Employment for Individuals with Disabilities Policy

This policy is intended to guide King County in providing reasonable accommodations in employment to qualified individuals with disabilities consistent with federal and state law. Under this policy, a qualified individual with a disability has the right to request a reasonable accommodation when applying for employment and during employment. King County will provide a reasonable accommodation to a qualified individual with a disability.

Religious Accommodation Policy

King County is committed to maintaining a respectful, productive, inclusive, and equitable workplace. Federal, state, and local law prohibit discrimination based on religion. It is King County's policy to accommodate sincerely held religious beliefs or practices if such accommodation does not result in undue hardship.

Supported Employment Program

Supported employment is an approach used to match qualified job candidates with developmental disabilities to business needs within King County government. Department needs are identified through in-depth interviews and lean task development, which are then bundled together to develop a supported employment position.

Quality employment agencies provide a job coach to support the job candidates with developmental disabilities through the application process, onboarding, training, retention of employment as well as ongoing career growth. The job coach also provides training and support to co-workers and supervisors on disability related topics as well as how best to work with the employee.

Building Gender Inclusive Spaces - Exploring the Intersection of Race and LGBTQ+ Identities

King County launched a Gender Inclusive Training in 2020. In this two-hour workshop, participants learn foundational knowledge of gender and sexuality and best practices to support a gender diverse workforce, with a focus on the intersection of race and LGBTQ+ identities. Participants have the opportunity to move through real-life scenarios, apply their understanding of pronoun use, and develop strategies to advance gender equity at King County. Learners are expected to:

- Recognize different gender identities and sexual/attractual orientations
- Identify strategies for creating inclusive spaces for transgender and nonbinary people
- Practice engaging in conversations around LGBTQ+ identities

All People Bathrooms Internal Workgroup

This internal workgroup, which includes folks from across the County, emerged both in the wake of the formation of the community-based Gender Identity and Sexual Orientation Inclusion Task Force, and as a result of conversations which were already taking place in various places across the county workforce. This group is focused on ensuring that all employees have a safe, accessible and gender-affirming place to use the bathroom.

Talent Acquisition Committee

The Talent Acquisition Committee is a committee made up of human resources professionals representing each of the departments in the executive branch. The Committee discusses recruitment, hiring, and retention strategies, which advance equity inclusion and belonging. They further guide the implementation of a unified vision, with the goal being to help streamline recruitment, hiring, and retention strategies across the enterprise.

Equity Hiring Toolkit

The Equity Hiring Toolkit is part of a commitment by the King County Executive and County departments and agencies to ensure equal employment opportunities as well as fair and equitable hiring practices in the workforce. It provides guidance on how to recruit, hire, on-board, and retain racially diverse and culturally responsive candidates. The toolkit offers the best guidance based on what is known today and incorporates equal employment, inclusion and social justice principles and practices. As practices and research are updated, the toolkit will evolve. It is intended to provide information, tools, and resources to recruit for vacancies in partnership with Human Resources with a focus on building a high quality, diverse applicant pool and a more inclusive hiring process.

Equity Impact Review

The Equity Impact Review (EIR) process merges empirical (quantitative) data and engagement findings (qualitative) to inform planning, decision-making and implementation of actions which affect equity (workforce equity) in King County.

EEO TRIAD Approach

The TRIAD (three)—Investigator, Human Resources (HR) Manager, Equity Inclusion and Belonging (EIB) Manager—is an approach that focuses on the need for a central alignment for consistency and the strengthening of people-management skills at the department level related to the County’s Nondiscrimination, Anti-Harassment & Inappropriate Conduct Policy. This approach centers a collaborative approach to problem solving, which brings together workforce equity investigators, division and department HR and EIB managers, who work together to both solve EEO/AA related problems and build a culture of belonging and inclusion, which in turns impact recruitment, hiring, and retention, especially of candidates and employees of color.

Gender Identity Sexual Orientation Inclusion Task Force

In 2019, King County Executive convened the Gender Identity and Sexual Orientation Inclusion Task Force. This diverse group of community partners is tasked with developing a recommended county-wide gender identity and sexual orientation inclusion strategy and accompanying report, with recommendations to implement the use of an additional gender designation or designations in all appropriate administrative processes in use by county departments. The task force process includes engaging county staff, community leaders, and members of the public as it develops recommendations on how King County government can be more accessible and inclusive of all genders and sexual orientations.

The Task Force is made up of advocates, experts, and community leaders who are deeply engaged in the work of serving the LGBTQ+ communities of King County, as well as members from King County government.

Racism as a Public Health Crisis

King County declared racism a public health crisis in 2020. All of King County government is committed to implementing a racially equitable response to this crisis, centering on community. Since declaring that Racism is a Public Health Crisis, King County committed to being intentionally anti-racist and accountable to Black, Brown, and Indigenous People of Color, and put forth a policy agenda and budget to meet the needs of and implement positive changes for Black, Brown and Indigenous People of Color in King County, with a deliberate focus on Black and Indigenous people, children, and families.

XI. Appendix E: Definitions

Availability (Workforce Availability)

“Availability” is an estimate of the number of qualified people of color and/or women available for employment in a given job group. The estimate of availability is expressed as a percentage of all qualified persons available for employment in the job group. Availability is determined to establish a benchmark against which the demographic composition of the workforce can be compared to determine whether barriers to equal employment opportunity may exist by job groups.

Department of Human Resources

The Department of Human Resources, for purposes of the EEO/AA Plan is the department responsible for policy development, policy dissemination coordination, training, technical assistance, and monitoring complaints filed with enforcement agencies.

Discrimination – see specific definition by protected class below

Age Discrimination—The Age Discrimination in Employment Act of 1967⁶ forbids employment discrimination on the basis of age against individuals who are age 40 or older.

Disability Discrimination—The Americans with Disabilities Act of 1990⁷ (ADA) and the Americans with Disabilities Act Amendments Act of 2008⁸ (ADAAA) prohibits discriminatory treatment of a qualified individual who has a physical or mental impairment that substantially limits one or more major life activities, has a history (or record) of such an impairment, or is regarded as having such an impairment that is not transitory (lasting or expected to last six months or less) or minor. In addition, the law protects covered individuals from discrimination based on their known relationship (or association) with an individual with a disability (even if they themselves do not have a disability).

Genetic Information Discrimination—The Genetic Information Nondiscrimination Act of 2008⁹ (GINA) is a federal law which prohibits discrimination in the terms and conditions of employment against covered individuals based on their genetic information. Genetic information include an individual's genetic tests (including genetic tests done as part of a research study); genetic tests of the individual's family members (defined as dependents and up to and including 4th degree relatives); genetic tests of any fetus of an individual or family member who is a pregnant woman, and genetic tests of any embryo legally held by an individual or family member utilizing assisted reproductive technology; the manifestation of a disease or disorder in family members (family history); and any request for, or receipt of, genetic services or participation in clinical research that includes genetic services (genetic testing, counseling, or education) by an individual or family member.

National Origin Discrimination—Title VII of the Civil Rights Act of 1964¹⁰ prohibits unfavorable treatment of covered individuals because he, she, they are from a particular country or part of the world, because of ethnicity or accent, or because he, she, they appear to be of a certain ethnic background (even if he, she, they are not). In

⁶ 29 U.S.C. §§ 621-634

⁷ 42 U.S.C. § 12101

⁸ 42 U.S.C. § 12101

⁹ Pub. L. 110-233

¹⁰ 42 U.S.C. § 2000e et seq.

addition, the law covers individuals who are married to (or associated with) an individual of a certain national origin or because of their connection with an ethnic organization or group.

Pregnancy Discrimination—The Pregnancy Discrimination Act of 1978¹¹ prohibits unfavorable treatment of a covered individual because of pregnancy, childbirth, or a medical condition related to pregnancy or childbirth.

Race/Color Discrimination—Title VII of the Civil Rights Act of 1964¹² forbids unfavorable treatment of covered individuals because he, she, they are of a certain race or because of personal characteristics associated with race (such as hair texture, skin color, or certain facial features). Color discrimination involves treating an individual unfavorably because of skin color. In addition, Title VII protects covered individuals from discrimination because the individual is married to (or associated with) an individual of a certain race or color or because of an individual's connection with a race-based organization or group, or an organization or group that is generally associated with people of a certain color.

Religious Discrimination—Title VII of the Civil Rights Act of 1964¹³ forbids unfavorable treatment of covered individuals because of his, her, their religious beliefs. The law protects not only the people who belong to traditional, organized religions, but also others who have sincerely held religious, ethical or moral beliefs. In addition, Title VII protects an individual who is married to (or associated with) an individual of a particular religion or because of his, her, their connection with a religious organization or group.

Sex-Based Discrimination—Title VII of the Civil Rights Act of 1964¹⁴ forbids unfavorable treatment of covered individuals because of that individual's sex. In addition, the law protects an individual because of his, her, their connection with an organization or group that is generally associated with people of a certain sex. The Equal Pay Act of 1963, as amended, prohibits sex discrimination in the payment of wages to women and men performing equal work, in jobs that require equal skill, effort, and responsibility, under similar working conditions, in the same establishment.

Equal Employment Opportunity (EEO)

The availability of employment and advancement of all people on the basis of merit, capability, and potential, and without regard to race, color, national origin, sex, religion or age. A concept which addresses equal opportunity for all persons in employment which includes recruitment, application processing, hiring, job placement, compensation, promotion, transfer, termination, and shift assignment.

Equal Opportunity

A system of practices under which individuals are not excluded from any opportunity or benefits because of their sex, disability, age, religion, race, color, national origin or ancestry.

¹¹ Pub. L. 95-555

¹² 42 U.S.C. §2000e et seq

¹³ 42 U.S.C. §2000e et seq

¹⁴ 42 U.S.C. §2000e et seq

Executive Departments

The following departments and agencies covered in this plan are:

- Department of Adult and Juvenile Detention (DAJD)
- Department of Assessments (DOA)
- Department of Community and Health Services (DCHS)
- Department of Executive Services (DES)
- Department of Human Resources (DHR)
- Department of Judicial Administration (DJA)
- Department of Local Services (DLS)
- Department of Natural Resources and Parks (DNRP)
- Department of Public Defense (DPD)
- Department of Public Health (DPH)
- King County Elections (KCE)
- King County Information Technology (KCIT)
- King County Sheriff's Office (KCSO)
- Metro Transit Department (MTD)
- Prosecuting Attorney's Office (PAO)

Human Rights Agencies

Human Rights Agencies are government agencies authorized to investigate employee allegations of workplace discrimination. Those agencies are:

- Equal Employment Opportunity Commission (EEOC)
- Washington State Human Right Commission (WSHRC)
- Civil Rights Program in the Executive Office (CRP)

Job Group

Aggregate job titles with similar work content, compensation, and opportunities for advancement. Job groups are also associated with job categories also known as EEO categories.

King County Civil Rights Commission

An independent resident body, established by ordinance, that serves to advise the County Executive and County Council on matters concerning affirmative action, disability access, and equal employment opportunity.

King County Employee-Based Equal Employment Opportunity/Affirmative Action Advisory Committee

A committee, established by executive order, which serves to advise the Executive by making recommendations regarding equal employment opportunity and affirmative action strategies, systems, policies, and guidelines.

Persons with Disabilities

For federal law purposes, disability is defined as a physical or mental impairment which substantially limits one or more major life activities; a record of such impairment; or perception by others of such impairment. For state law purposes, (a) A disability is defined as the presence of a sensory, mental, or physical impairment that: (i) Is medically cognizable or diagnosable; or (ii) Exists as a record or history; or (iii) Is perceived to exist whether or not it exists in fact. (b) A disability exists whether it is temporary or permanent, common or uncommon, mitigated or unmitigated, or whether or not it limits the ability to work generally or work at a particular job or whether or not it limits any other activity within the scope of this chapter. (c) For purposes of this definition, "impairment" includes, but is not limited to:

(i) Any physiological disorder, or condition, cosmetic disfigurement, or anatomical loss affecting one or more of the following body systems: neurological, musculoskeletal, special sense organs, respiratory, including speech organs, cardiovascular, reproductive, digestive, genitor, urinary, hemic and lymphatic, skin, and endocrine; or (ii) Any mental, developmental, traumatic, or psychological disorder, including but not limited to cognitive limitation, organic brain syndrome, emotional or mental illness, and specific learning disabilities. (d) Only for the purposes of qualifying for reasonable accommodation in employment, an impairment must be known or shown through an interactive process to exist in fact and: (i) The impairment must have a substantially limiting effect upon the individual's ability to perform his or her job, the individual's ability to apply or be considered for a job, or the individual's access to equal benefits, privileges, or terms or conditions of employment: or (ii) The employee must have put the employer on notice of the existence of an impairment, and medical documentation must establish a reasonable likelihood that engaging in job functions without an accommodation would aggravate the impairment to the extent that it would create a substantially limiting effect. (e) For purposes of (d) of this subsection, a limitation is not substantial if it has only a trivial effect.

Placement Goals

Placement goals serve as objectives reasonably attainable by means of applying every good faith effort to make all aspects of the entire affirmative action program work. Placement goals also are used to measure progress toward achieving equal employment opportunity.

Problem Area(s)

The identified cause of job group underrepresentation found within a job group.

Promotion

The movement of an employee to a position and/or title having a higher maximum salary range than the position promoted previously held.

Prosecuting Attorney's Office (PAO)

A separate county office headed by an independently elected prosecuting official. The PAO interprets legal rulings and makes recommendations to the Department of Human Resources.

Race and Ethnic Definitions

- American Indian, Native American, or Alaskan Native: All persons having origins in any of the original peoples of North America, and who maintain cultural identification through tribal affiliation or community recognition.
- Asian or Pacific Islander: All persons having origins in any of the original peoples of the Far East, Southeast Asia, the Indian Subcontinent, or the Pacific Islands. This area includes, for example, China, India, Japan, Korea, the Philippine Islands, and Samoa.
- Black (not of Hispanic origin): All persons having origins in any of the Black racial groups of Africa.
- Hispanic: All persons of Mexican, Puerto Rican, Cuban, Central, or South American, or other Spanish culture or origin, regardless of race.
- Native Hawaiian or Other Pacific Islander: A person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.
- Two or More Races: People may have chosen to provide Two or More Races either by checking the Two or More Races response check boxes, by providing multiple write-in responses, or by some combination of check boxes and write-in responses.
- White (not of Hispanic origin): All persons having origins in any of the original peoples of Europe, North Africa, or the Middle East.

Retaliation

To take adverse employment action against an individual because they have exercised their rights protected under the law by complaining in good faith about discrimination, harassment, and/or retaliation, or assisted or participated in an investigation of such allegations.

Supervisor

An individual having the authority in the interest of the agency to hire, direct, assign, promote, reward, transfer, furlough, layoff, recall, suspend, discipline, or remove employees, to adjust their grievances, or to effectively recommend such action, if the exercise of the authority is not merely routine or clerical in nature but requires the consistent exercise of independent judgment.

Underrepresentation (Under-utilization)

A quantitative analysis finding where there are fewer members of a protected race or gender group in a job classification than would normally be expected by their presence in the labor market.

Veteran

A person who served on active duty for a period of more than 180 days and was discharged with other than a dishonorable discharge if any part of such active duty occurred.

Workforce

The total of all regular authorized positions found within a department. Such positions in the classified service includes only regular full-time and part-time positions, excluding those specifically exempted by the appointing authority.



King County | Office of the Executive

Executive Girmay Zahilay

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Seattle, WA 98104-2391

June 1, 2026

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

Dear Councilmember Perry:

I am pleased to transmit the 2026-2029 Equal Employment Opportunity and Affirmative Action Plan (EEO/AA Plan) for the executive branch, as required by King County Code 3.12.180(C).

The King County executive branch is guided by the value of creating an equitable county, and advancing equity through deliberate, measurable action. One of the many tools we are using to reach that goal is the EEO/AA Plan which includes innovative ways to increase the number of persons of color, women, and people with disabilities within our workforce. It also demonstrates a commitment at every level of the executive branch to promote and protect an environment that embraces diversity and creates inclusion and belonging. Central to this commitment is the belief that residents are best served when the workforce reflects the communities it serves.

As found in the EEO/AA Plan, the workforce in executive branch departments is, on aggregate, above the percentages of employable workers by race and ethnicity found in the King County labor population for most racial and ethnic groups. However, as noted in the section detailing specific placement goals for the 2026-2029 plan, underrepresentation exists with some departments for select jobs or job groups. The 2026-2029 EEO/AA Plan calls for a placement goal whenever the representation within a job group for persons of color or women is less than would reasonably be expected given the availability of qualified persons in the relevant labor area as reported in the 2020 census.

Among the County workforce, Black/African American people are represented at a higher percentage than in the countywide population; Asian/API, Hispanics or Latino, and Two or More Races are represented at a lower percentage, and the representation of Native Americans equals the workforce availability. This plan aims to build on these outcomes.

The underrepresentation of women in the County workforce as compared to the region's available workforce persists because of the lower numbers of women employed in skilled crafts, service maintenance, and protective services, as detailed in the job group areas analysis. This plan identifies tactics for addressing these areas.

The EEO/AA Plan shows that advances have been made, while also highlighting strategies to tackle areas of underrepresentation. Of the total 840 potential goal areas for this plan period, 86 percent or 726 are fully represented. For the remaining 114 goal areas where the County's representation of persons of color and women are underrepresented when compared with those qualified and available in the workforce, executive branch departments have identified strategies to increase representation. The plan also includes data from the Prosecuting Attorney's Office, which voluntarily participates in this effort.

Included in the 2026-2029 EEO/AA Plan is a summary and review of the prior plan, adopted in 2022. Despite a variety of ongoing recruitment challenges, gains were achieved across all departments. At the end of that plan, 95 percent or 798 of 840 goal setting areas had full representation of persons of color and women.

In both creating the new plan and analyzing the results of the prior plan, the County involved a broad array of employees, including the employee-based Equal Employment Opportunity/Affirmative Action Advisory Committee and human resources staff from across the government. Their involvement informed not just the plan goal areas and the implementation strategies, but the vision and policy statements set forth in the plan. The plan supports the executive branch's ongoing commitment to attract, recruit, promote, and retain a talented and diverse workforce reflective of the communities served.

Thank you for your consideration of the County's 2026-2029 EEO/AA Plan.

If your staff have any questions, please contact Gloria Ngezaho, Workforce Equity Manager, Department of Human Resources, 206-263-5781.

Sincerely,



for

Girmay Zahilay
King County Executive

The Honorable Sarah Perry

June 1, 2026

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Enclosure

cc: King County Councilmembers

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

Melani Hay, Clerk of the Council

Karan Gill, Deputy Executive, Office of the Executive

Jasmin Weaver, Chief of Staff, Office of the Executive

Hyeok Kim, Chief Operating Officer, Office of the Executive

Sierra Howlett Browne, Director of Government Relations, Office of the Executive

Garrett Holbrook, Council Relations Manager, Office of the Executive

Megan Pedersen, Acting Director, Department of Human Resources

2026-2027 FISCAL NOTE

Ordinance/Motion:	2026-XXXX
Title:	2026-2029 EEO-AA Plan
Affected Agency and/or Agencies:	Countywide Plan
Note Prepared By:	Andres Fuente
Date Prepared:	4/22/2026
Note Reviewed By:	Kaitlyn Graham
Date Reviewed:	4/22/2026

Description of request:

If approved, this legislation would adopt the 2026-2029 Equal Employment Opportunity/Affirmative Action Plan.

Revenue to:

Agency	Fund Code	Revenue Source	2026-2027	2028-2029	2030-2031
TOTAL			0	0	0

Expenditures from:

Agency	Fund Code	Department	2026-2027	2028-2029	2030-2031
TOTAL			0	0	0

Expenditures by Categories

	2026-2027	2028-2029	2030-2031
TOTAL	0	0	0

Does this legislation require a budget supplemental? No

Notes and Assumptions:

The 2026-2029 Equal Employment Opportunity/Affirmative Action plan has no direct incremental fiscal impact on County expenditures or revenues. The plan serves as a legal and administrative framework rather than a new funding request.