



King County

1200 King County
Courthouse
516 Third Avenue
Seattle, WA 98104

Meeting Agenda Regional Policy Committee

*Councilmembers: Pete von Reichbauer, Chair;
Claudia Balducci, Girmay Zahilay
Alternate: Jorge Barón*

*Sound Cities Association: Jay Arnold, Kirkland; Nancy Backus, Auburn;
Angela Birney, Redmond, Vice Chair; Armondo Pavone, Renton
Alternates: Dana Ralph, Kent; Debra Srebnik, Kenmore*

*City of Seattle: Cathy Moore, Tanya Woo
Alternates: Tammy Morales, Sara Nelson*

*Lead Staff: Miranda Leskinen (206)263-5783
Committee Clerk: Angelica Calderon (206-477-0874)*

10:00 AM

Tuesday, September 3, 2024

Hybrid Meeting

SPECIAL 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 Regional Policy Committee values community input and looks forward to hearing from you on agenda items.

The Committee will accept public comment on items on today's agenda in writing. You may do so by submitting your written comments to kcccomitt@kingcounty.gov. If your comments are submitted before 1:00 p.m. on the day of the meeting, your comments will be distributed to the committee members and appropriate staff prior to the meeting.

	<p>Sign language and interpreter services can be arranged given sufficient notice (206-848-0355). TTY Number - TTY 711.</p> <p>Council Chambers is equipped with a hearing loop, which provides a wireless signal that is picked up by a hearing aid when it is set to 'T' (Telecoil) setting.</p>	
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HOW TO WATCH/LISTEN TO THE MEETING REMOTELY: There are three ways to watch or listen 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 on Comcast channel 22 and 322(HD) and Astound Broadband Channels 22 and 711(HD)
- 3) Listen to the meeting by telephone.

Dial: 1 253 215 8782
 Webinar ID: 827 1647 4590

To help us manage the meeting, please use the Livestream or King County TV options listed above, if possible, to watch or listen to the meeting.

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

- 1. [Call to Order](#)
- 2. [Roll Call](#)
- 3. [Approval of Minutes](#) **p. 4**

Minutes of July 31, 2024 meeting.



Discussion and Possible Action

- 4. [Proposed Motion No. 2024-0228](#) **p. 7**

A MOTION acknowledging receipt of the second annual report on the second Best Starts for Kids initiative, in accordance with Ordinance 19354.

Sponsors: von Reichbauer

Miranda Leskinen, Council staff



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Briefing

- 5. [Briefing No. 2024-B0101](#) **p. 94**
King County Regional Homelessness Authority ILA
April Sanders, Council staff
Shannon Braddock, Deputy Executive, Office of the Executive
Calli Knight, Director of Strategic Initiatives and Partnerships, Office of the Executive
Kate Baber, Director of Strategic Partnerships, DCHS

- 6. [Briefing No. 2024-B0102](#) **p. 150**
Doors Open Implementation Plan
Leah Krekel-Zoppi, Council staff
Andy Micklow, Council staff
Gene Paul, Council staff
Brian Carter, CEO, 4Culture
Karan Gill, Chief of Staff, Office of the Executive
Aaron Rubardt, Deputy Budget Director, Office of Performance, Strategy, and Budget

Adjournment

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1200 King County
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Seattle, WA 98104

Meeting Minutes

Regional Policy Committee

*Councilmembers: Pete von Reichbauer, Chair;
Claudia Balducci, Girmay Zahilay
Alternate: Jorge Barón*

*Sound Cities Association: Jay Arnold, Kirkland; Nancy Backus,
Auburn;*

*Angela Birney, Redmond, Vice Chair; Armondo Pavone, Renton
Alternates: Dana Ralph, Kent; Debra Srebnik, Kenmore*

*City of Seattle: Cathy Moore, Tanya Woo
Alternates: Tammy Morales, Sara Nelson*

*Lead Staff: Miranda Leskinen (206)263-5783
Committee Clerk: Angelica Calderon (206-477-0874)*

9:30 AM

Wednesday, July 31, 2024

Hybrid Meeting

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To help us manage the meeting, please use the Livestream or King County TV options listed above, if possible, to watch or listen to the meeting.

1. Call to Order

Chair von Reichbauer called the meeting to order at 9:31 a.m.

2. Roll Call

Present: 8 - Arnold, Backus, Birney, Pavone, von Reichbauer, Woo, Ralph and Srebnik

Excused: 3 - Balducci, Moore and Zahilay

3. Approval of Minutes

Mayor Birney moved approval of the June 12, 2024 meeting minutes. There being no objections, the minutes were approved.

Briefing

4. Briefing No. 2024-B0089

Civic Campus Planning Report

Jennifer Hills, Deputy Chief Operating Officer, Office of the Executive, Calli Knight, Director of Strategic Initiatives and Partnerships, Office of the Executive and Aaron Young, Partner, Northwest Studio, were presented to briefed the Committee via PowerPoint presentation and answered questions from members.

This matter was Presented

5. Briefing No. 2024-B0090

Long-term solid waste disposal options Update

Pat McLaughlin, Solid Waste Division Director, Department of Natural Resources and Parks (NRP) and Patty Liu, Project/Program Manager, Solid Waste Division, NRP, briefed the Committee via PowerPoint presentation and answered questions from the members.

This matter was Presented

6. Briefing No. 2024-B0094

2023 Best Starts for Kids Annual Report

Miranda Leskinen, Council staff, briefed the Committee and answered questions from the members. Jamalia Jones, Best Starts for Kids Co-Lead, King County Department of Community and Human Services, Jessica Tollenaar Cafferty, Best Starts for Kids Co-Lead, Public Health - Seattle & King County, also briefed the Committee via PowerPoint presentation and answered questions from the members.

This matter was Presented

Adjournment

The meeting was adjourned at 10:54 a.m.

Approved this _____ day of _____

Clerk's Signature



King County

**Metropolitan King County Council
Regional Policy Committee**

STAFF REPORT

Agenda Item:	4	Name:	Miranda Leskinen
Proposed No.:	2024-0228	Date:	September 3, 2024

SUBJECT

A motion acknowledging receipt of the 2023 Best Starts for Kids (BSK) annual report.

SUMMARY

The BSK 2023 Annual Report, the second annual report for the 2022-2027 levy period, provides information on BSK financial investments made in 2023, as well as BSK performance measures and outcomes. In 2023, the report indicates that Best Starts for Kids invested more than \$129 million in the community, completed 12 competitive RFP processes, partnered with 336 community-based organizations operating 591 programs (including 187 new programs) to reach 151,919 children, young people, families, and community members across King County.

The report also links to an updated data dashboard on the Best Starts for Kids website.¹ The dashboard provides additional measures for Best Starts for Kids programs, customizable data views, and greater geographic and financial detail.

BSK annual reports must be provided to the Council on levy implementation throughout the 2022-2027 levy period. These reports are due no later than July 15 each year from 2023 through 2028 and reflect levy implementation for the prior calendar year. The Regional Policy Committee was briefed on the report on July 31, 2024 (2024-B0094).

Proposed Motion 2024-0228 is dually referred to the Regional Policy Committee (nonmandatorily) and to the Health and Human Services Committee. Staff analysis has determined that the 2023 report meets the requirements for BSK annual reporting in Ordinance 19267.

BACKGROUND

Best Starts for Kids. Best Starts for Kids (BSK) is a levy-funded initiative in King County that is aimed at supporting the healthy development of children and youth, families, and communities across the county through strategic investments in

^B[Best Starts for Kids dashboard - King County, Washington](#)

promotion, prevention and early intervention programs and services. The inaugural six-year BSK Levy (approved by voters in November 2015) expired at the end of 2021.

2022-2027 BSK Levy. In April 2021, the King County Council approved Ordinance 19267, which placed a Best Starts for Kids (BSK) six-year renewal levy proposition on the ballot. King County voters approved the 2022-2027 BSK levy on August 3, 2021.

The 2022-2027 levy entails a first-year levy rate of \$0.19 per \$1,000 of assessed value in 2022 with a three percent annual limit (growth) factor. Based on the March 2024 revenue forecast, the renewal levy is expected to generate approximately \$910.4 million over the six-year levy period.

Levy Investment Requirements. Ordinance 19267 directs that levy proceeds shall be used to:

- Promote improved health and well-being outcomes of children and youth, as well as the families and the communities in which they live;
- Prevent and intervene early on negative outcomes;
- Reduce inequities in outcomes for children and youth in the county; and
- Strengthen, improve, better coordinate, integrate, and encourage innovation in health and human services systems and the agencies, organizations, and groups addressing the needs of children and youth, their families, and their communities.

In the levy's first year (2022), after accounting for attributable election costs, 22.5 percent of first-year levy proceeds are to be allocated toward the Youth and Family Homelessness Prevention Initiative (YFHPI), a new affordable child care program, a new child care workforce demonstration project, and continuing technical assistance and capacity building programs. Allocated levy proceeds may be used to plan, provide, fund, administer, measure performance, and evaluate these programs.

In the subsequent levy years (2023-2027), it is broadly directed that the amount to be distributed to these programs be allocated so that the six-year levy investment for these purposes totals at least \$240 million including \$1 million annually for a grant program to support capacity building and developing infrastructure in areas lacking services/services infrastructure.²

Remaining levy proceeds are to be disbursed as follows to plan, provide, and administer the following:

- 50 percent for Investing Early strategies (ages 0-5)
- 37 percent for Sustain the Gain strategies (age 5 or older)
- 8 percent for Communities of Opportunity
- 5 percent for performance measurement, evaluation, and data collection; CYAB stipends; and pro-rationing mitigation (if authorized by ordinance) for applicable local metropolitan parks, fire, and public hospital districts.

² The capacity building support grant program, per Ordinance 19267, must include support for development of new organizations and expansion of existing organizations.

The renewal levy will also invest up to \$50 million (subject to levy revenue projections³) to establish a new capital grants program for facility/building repairs and expansion and to support the construction of new buildings/facilities that will serve children and youth.

Implementation Plan. Ordinance 19267 required the Executive to transmit to the Council an implementation plan for the 2022-2027 BSK levy to govern the expenditure of levy proceeds. The plan, as required, details the strategies and programs to be funded and outcomes to be achieved with the use of the levy's proceeds and includes a framework to measure the performance of levy strategies in achieving their outcomes. Council adopted the implementation plan, as amended, in November 2021.

Results-Based Accountability. As with the initial BSK levy, the renewal levy will continue to evaluate its results beginning with Results Based Accountability (RBA) and supplement RBA with additional evaluation activities. Altogether, the implementation plan indicates the evaluation framework will utilize population indicators⁴, performance measurement⁵ and in-depth evaluation⁶.

Levy Oversight. Levy oversight, like for the initial BSK levy, is provided by the Children and Youth Advisory Board (CYAB) and the Communities of Opportunity-Best Starts for Kids Levy Advisory Board.

Annual Reporting. Annual reports will be delivered digitally, with a notification letter transmitted to the King County Council when the report is ready for review. These reports, due no later than July 15 each year from 2023 through 2028, will cover levy expenditures, services, and outcomes for the levy for the prior calendar year and provide performance data for Investing Early, Sustain the Gain, COO, YFHPI, Child Care, Capital Grants, and Technical Assistance and Capacity Building investments. As indicated in the levy implementation plan, ZIP code-level geographic detail required by Ordinance 19267 will be phased into reports beginning with the 2022 BSK Annual Report.⁷

Annual reporting for the levy will also describe any changes made to strategy-level investments during the reporting period, as well as indicate whether strategy-level investments are expected to change for the subsequent reporting period or remain the same.

³ If total projected levy proceeds exceed \$822 million, the excess (up to \$50 million) would fund the capital grants program. Consequently, Ordinance 19267 directs that funding for this grant program would be subject to reduction prior to other levy program funding in the event total projected levy proceeds were to fall below \$822 million.

⁴ Population indicators use population-level measures to identify needs, understand baseline conditions, and track trends over time. BSK strategies intend to contribute to population-level results over the long term.

⁵ Performance measures are regular measurement of program outcomes to assess how well a levy investment or strategy is working. BSK is accountable for performance of the levy's strategies.

⁶ Additional, in-depth evaluation activities are expected to complement performance measurement to further learning during the renewal levy in some program areas.

⁷ Including total expenditures of levy proceeds by program area by ZIP code in King County and the number of individuals receiving levy-funded services by program area by ZIP code in King County of where the individuals reside at the time of service.

The levy's advisory boards, in accordance with the implementation plan, will consult on, and review the annual reports.

Additionally, the levy's implementation plan indicates that BSK, no later than 2027, will report on the levy's performance and outcomes in conjunction with the performance and outcomes for the Mental Illness and Drug Dependency Behavioral Health Sales Tax Fund (MIDD) and the Veterans, Seniors and Human Services Levy (VSHSL), including whether the investments from these programs are achieving desired county population-level results or impacts monitored as part of the consolidated reporting dashboard for DCHS-administered human services.

ANALYSIS

The 2022-2027 BSK Implementation Plan, consistent with Ordinance 19267, outlines requirements related to the transmittal timelines, stakeholder involvement and contents of Best Starts for Kids (BSK) annual reports. The following subsections evaluate whether the 2023 BSK Annual Report is consistent with annual reporting requirements for the levy. In sum, staff analysis has determined that the 2023 report meets the requirements for BSK annual reporting.

Transmittal Timeline. BSK annual reports are due no later than July 15 each year. The Executive transmitted the 2023 BSK Annual Report on July 15, 2024, thereby meeting this requirement.

Content Requirements. BSK annual reports must describe the programs funded and outcomes for the children, youth, families, and young adults served. Specifically, annual reports are to include:

- Annual information on levy expenditures, services, and outcomes;
- Total expenditures of levy proceeds by program area by ZIP Code in King County, with partial data to be available in the report completed in 2024 and additional data available in each subsequent report;
- The number of individuals receiving levy-funded services by program area by ZIP Code of where the individuals reside at the time of service, with partial data to be available in the first annual report in 2023 and additional data available in each subsequent report; and
- Description of any changes made, and any anticipated changes, to strategy-level investments.

Description of any changes made to strategy-level investments. In 2023, Best Starts for Kids made no changes to planned strategy-level investments. The annual report notes that any underspend in a strategy or investment area's prior annual budget that was legislatively carried forward into 2023 and future years is allocated within the same strategies and investment areas to maintain the level of commitments outlined in the levy's implementation plan.

Review by Advisory Boards. According to the Executive, the CYAB and COO-AB members received a draft copy of the annual report in May 2024 and the final report reflects their input and feedback.

BSK 2023 Annual Report Highlights. In 2023, Best Starts for Kids invested more than \$129 million in the community, completed 12 competitive RFP processes, partnered with 336 community-based organizations operating 591 programs to reach 151,919 children, young people, families, and community members across King County. Of note, the formatting for summarizing levy strategy highlights is updated for the 2023 annual report around the following five key themes that shaped BSK programming and results in 2023:

- Meeting families’ needs
- Prioritizing well-being and mental health
- Cultivating opportunities for children and young people
- Strengthening the workforce
- Building community power and capacity

Table 1 provides a summary of 2023 levy expenditures, excerpted from the annual report, organized by levy investment area. Please note that the amounts shown in the ‘2023 Budgeted’ column include approximately \$16 million in 2022 commitments that were not spent in 2022 due to implementation and strategy design of new initiatives. Most of these are in the Child Care and Capital Projects investment areas, which are new for the 2022-2027 Best Starts levy.

Also of note, the annual report indicates that 2023 funds are on track to be fully committed in 2024. Capital Projects anticipates having funds allocated in contracts by the end of 2024, but some funds may need to be expended later subject to project complexity. In addition, the annual report notes that Child Care Wage Boost Pilot implementation was delayed by start-up staffing timelines and a change in community partner in Q3 of 2023, which necessitated a re-procurement. However, full implementation of the pilot is anticipated in 2024.

Table 1. BSK 2023 Expenditure by Investment Area

Investment Area	2023 Budgeted	2023 Expenditures
Child Care	\$34,764,300	\$30,890,272
Youth and Family Homelessness Prevention Initiative	\$4,934,290	\$4,774,967
Technical Assistance and Capacity Building	\$2,424,120	\$2,197,463
Subtotal (per Ord 19267 subsection 4.D)	\$42,122,710	\$37,862,703
Investing Early (Prenatal to 5)	\$47,552,860	\$45,855,095
Sustain the Gain (5 to 24)	\$35,427,922	\$34,044,586
Communities of Opportunity	\$7,737,003	\$6,736,765
Data and Evaluation	\$4,931,858	\$4,446,479
Capital Projects	\$9,885,000	\$204,803
Total 2023 Expenditures	\$147,657,352	\$129,150,430

Figures 1 through 3 (also excerpted from the annual report) summarize geographic distributions of BSK participants (Figure 1) and levy expenditures (Figures 2 and 3) by

ZIP Code. Please note that data for individual ZIP Codes are available in Appendix E to the annual report and on the BSK online dashboard.

Figure 1. Best Starts Services Participation in 2023

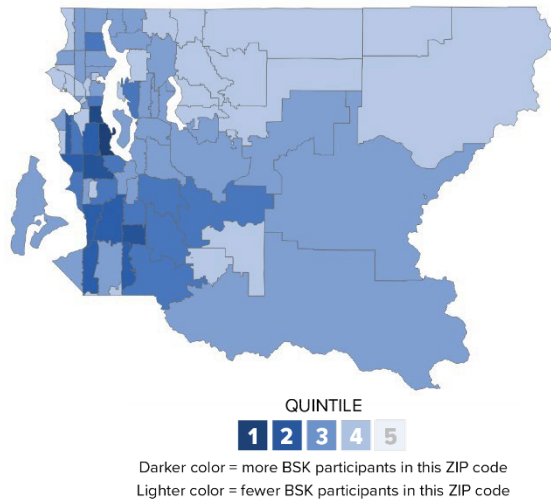


Figure 2. Best Starts Expenditures by ZIP Code in 2023 (by where participants reside)

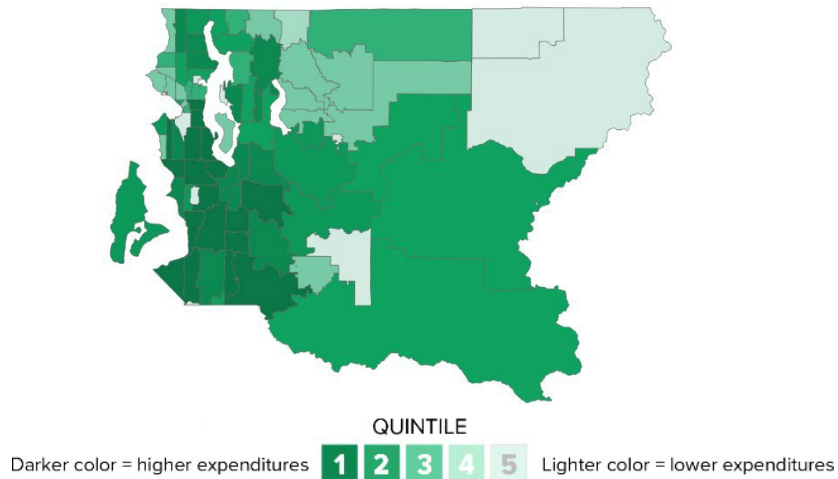
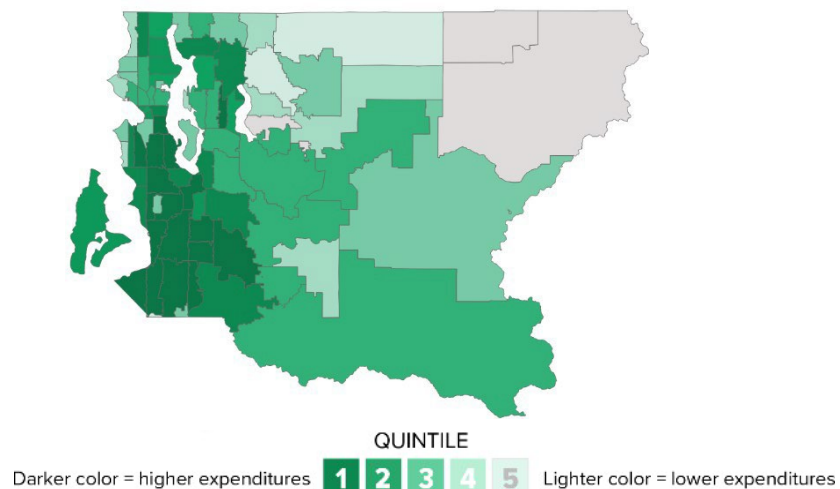


Figure 3. Best Starts Expenditures by ZIP Code in 2023 (by where office-based services are located)



Data and Evaluation. BSK evaluators, noted in the annual report, summarized quantitative and qualitative data from performance measures and semiannual narrative reports from funded community partners to capture the levy's work in 2023. Additionally, staff also gathered feedback throughout the year and shared themes focusing on where partners needed support and how BSK is already addressing them. The report further notes that such findings inform how BSK is working towards investing and will continue to invest in partners in 2023 and onward.

The report also links to an updated data dashboard on the Best Starts for Kids website.⁸ The dashboard provides additional measures for Best Starts for Kids programs, customizable data views, and greater geographic and financial detail. Additionally, the report includes a link to its webpage that includes the published results of more in-depth evaluations completed by third-party, independent evaluators and community partners.⁹ Additionally, key findings from evaluation reports completed in 2023 are included in the annual report itself.

AMENDMENT

Amendment 1 would correct a typo in the proposed motion.

ATTACHMENTS

1. Proposed Motion 2024-0228
 - a. 2023 BSK Annual report
2. Amendment 1
3. Transmittal letter

⁸[Best Starts for Kids dashboard - King County, Washington](#)

⁹[Best Starts for Kids Reports - King County](#).



KING COUNTY

Signature Report

ATTACHMENT 1

1200 King County Courthouse
516 Third Avenue
Seattle, WA 98104

Motion

Proposed No. 2024-0228.1

Sponsors von Reichbauer

1 A MOTION acknowledging receipt of the second annual
2 report on the second Best Starts for Kids initiative, in
3 accordance with Ordinance 19354.

4 WHEREAS, King County voters approved the best starts for kids levy in 2015 to
5 fund prevention and early intervention strategies to improve the health and well-being of
6 children, youth, families and communities, and

7 WHEREAS, Ordinance 19267, providing for the submission of a renewed best
8 starts for kids levy to the qualified electors of King County, was adopted by the
9 metropolitan King County council on April 20, 2021, and signed by the executive on
10 April 30, 2021, and

11 WHEREAS, Ordinance 19267, King County voters approved King County
12 Proposition No. 1 on August 3, 2021, authorizing a six-year renewal of the Best Starts for
13 Kids levy to plan, provide, administer, and evaluate promotion, prevention, and early
14 interventions and capital investments for King County children, youth, families and
15 communities, and

16 WHEREAS, in accordance with Ordinance 19267, the executive transmitted to
17 the council for review and adoption an implementation plan that identified the strategies
18 to be funded, outcomes to be achieved, and framework to measure the performance of
19 levy strategies, and

20 WHEREAS, Ordinance 19354 adopted the Best Starts for Kids Implementation
21 Plan, dated October 13, 2021, and

22 WHEREAS, Ordinance 19267 and Ordinance 19354 require an annual report on
23 levy expenditures, services, and outcomes to be transmitted to the council, with the first
24 report due by July 15, 2023, and additional yearly reports to be transmitted no later than
25 July 15 of each year through 2027, and

26 WHEREAS, the second annual report on the second Best Starts for Kids
27 initiative, entitled 2023 Best Starts for Kids Annual Report, is submitted by the
28 executive;

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

30 The receipt of the first annual report on the second Best Starts for Kids initiative,

31 entitled 2023 Best Starts for Kids Annual Report, Attachment A to this motion, in
32 accordance with Ordinance 19354, is hereby acknowledged.

KING COUNTY COUNCIL
KING COUNTY, WASHINGTON

Rod Dembowski, Chair

ATTEST:

Melani Pedroza, Clerk of the Council

APPROVED this ____ day of _____, _____.

Dow Constantine, County Executive

Attachments: A. 2023 Best Starts for Kids Annual Report, July 15, 2024

2023 Best Starts for Kids Annual Report

July 15, 2024



King County

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2023 Best Starts for Kids Annual Report
[See also Best Starts for Kids Data Dashboard](#)

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Executive Summary

Overview

The Best Starts for Kids 2023 Annual Report summarizes the activities of the Best Starts for Kids initiative in 2023 and fulfills the reporting requirements in Ordinance 19354 and the Best Starts for Kids Implementation Plan.^{1 2}

Background

Best Starts for Kids (Best Starts) is King County’s community-driven initiative to support every baby born and child raised in King County to be happy, healthy, safe, and thriving. This annual report celebrates the second year of the second levy, reflecting Best Starts’ value of centering equity and community strengths. This year’s report presents Best Starts’ work organized by themes rather than by investment areas to highlight the collective impact of Best Starts and community partners’ work. The report offers quantitative and qualitative data from performance measures and narrative reports, along with evaluation findings. Community partners’ feedback is included. Best Starts staff, the Department of Community and Human Services (DCHS), Public Health – Seattle & King County (PHSKC), the Children and Youth Advisory Board, Communities of Opportunity-Best Starts Advisory Board (COO Governance Group), and Initiative Sponsors, in partnership with Cardea Services, have all reviewed the report to ensure alignment, input, and accountability across Best Starts.

Report Requirements

A. Best Starts for Kids Implementation and Outcomes in 2023

In 2023, Best Starts and community partners expanded their reach and achieved positive outcomes for King County families across age groups, races, ethnicities, geography, and cultures. In 2023, Best Starts partnered with 336 community-based organizations operating 591 programs to directly serve 151,919 children, young people, families, and community members across King County.³

Outcomes from Best Starts strategies are organized into five themes: Meeting Families’ Needs, Prioritizing Well-being and Mental Health, Cultivating Opportunities for Children and Young People, Strengthening the Workforce, and Building Community Power and Capacity. For each theme, this report includes supporting quantitative and qualitative findings from evaluation data and partner reporting. Some examples of Best Starts 2023 outcomes are:

- 94 percent of households who received support from Youth Family Homelessness Prevention Initiative stayed housed within one year of exit.
- 57 percent of youth leaders who participated in the Community Well-being Initiative reported increased leadership skills.
- 81 percent of assessed participants in Youth Development programs increased connections or built healthy relationships.

¹ [Ordinance 19354](#)

² [2022 – 2027 Best Starts for Kids Implementation Plan](#)

³ Best Starts funded programs also reached 222,562 people through programs that included drop-in services or screenings, 1,243 people in workforce training programs, and 198,130 people through social media engagement.

2023 Best Starts for Kids Annual Report

See also [Best Starts for Kids Data Dashboard](#)

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- 81 percent of participants in Workforce Development workshops reported they could apply something they learned to their work.
- Communities of Opportunity Systems and Policy Change partners developed 1,006 resident leaders.

B. Geographic Distribution of Best Starts for Kids Services

Best Starts reaches children, young people, families, and caregivers across King County. ZIP Codes where the highest number of Best Starts participants reside typically have more young people, lower opportunity, or both.⁴ For more detailed information on Best Starts' reach, see Appendix E ZIP Code Data Book, starting on page 32.

C. Best Starts for Kids Fiscal Information

In 2023, Best Starts expended more than \$129 million. Two new investment areas, Child Care and Capital Projects, launched in the 2022-2027 levy and have taken more time to implement than anticipated. As of this report date, the Capital Projects investment has awarded 2022 funds through competitive procurement and the 2023 funds are on track to be fully committed in 2024. The delay in the Child Care Wage Boost Pilot implementation resulted from delays in start-up staffing timelines and a change in community partner in Q3 of 2023, which necessitated a re-procurement. Wage Boost's 2023 funds will be used for full implementation including distribution of funds to child care workers in 2024.

The Best Starts fiscal table detailing expenditures by investment area and strategy is online in the [Best Starts for Kids Data Dashboard](#). A summary fiscal table at the investment area level is provided in section IV.C of this report.

D. Investment Changes

Best Starts made no changes to planned strategy-level investments in 2023 or for future years. Underspend in a strategy or investment area's prior annual budget that was legislatively carried forward into 2023 and future years is allocated within the same strategies and investment areas to maintain the level of commitments outlined in the Best Starts implementation plan.

E. Feedback from Grantees and Providers

In 2023, Best Starts' community partners across strategies shared a desire for role clarity between King County staff and community providers, and clarity on King County processes and systems. Partners also requested more in-person opportunities to share resources and knowledge or best practices, build community, and develop strong relationships and connections. In response to community feedback, Best Starts created, co-hosted, and scheduled more virtual and in-person meetings with partners on a consistent basis, so that staff and providers could connect and engage deeply with one another. Best Starts is also continually improving the Request for Proposal (RFP) and contracting processes to make it easier for organizations to access funds and successfully meet expectations and contract deliverables.

⁴ [Child Opportunity Index \(COI\) 2.0 Zip Code Data, February 2023](#)

F. Best Starts for Kids Data and Evaluation

To complement Best Starts' performance measurement, narrative reporting, and data capacity building across programs, Best Starts funds in-depth evaluation for select strategies and investment areas. Key findings from 2023 in-depth evaluation reports are found in section F.

Additional Information Available on the Best Starts for Kids Dashboard

Best Starts evaluates all strategies and programs and maintains an interactive data dashboard. This report integrates data highlights. Readers can explore data further by going to the [Best Starts for Kids Data Dashboard](#). The dashboard:

- Provides detailed information on Best Starts' geographic reach within King County
- Provides customizable views of data by individual strategies and their programs
- Shares more detailed fiscal data, including for individual strategies

G. Children and Youth Advisory Board and Communities of Opportunity Governance Group Consultation

Members of the King County Children and Youth Advisory Board and the Communities of Opportunity Governance Group reviewed a draft of this report in May 2024, in recognition of these bodies' advisory roles for Best Starts as described in KCC 2A.300.510 and KCC 2A.300.521.⁵

Conclusion/Next Actions

In 2023, Best Starts invested in 187 new programs operated by 136 organizations, expanding reach and creating positive impacts to provide King County's children with the best start in life. Best Starts built on accomplishments across eight investment areas. The five key themes in this report summarize the holistic nature of Best Starts strategies.

Best Starts' approach provides opportunities for healthy development that proactively focus on prevention and early intervention, coupled with promotion and systems and policy change across ages and lifespans. With the interconnected nature of community, children, and families, Best Starts seeks to create change through immediate individual impact as well as sustainable systemic impact.

In 2024, Best Starts plans to continue re-procurement processes for several strategies that will refresh its work with current partners and create opportunities for new partners to join through re-procurement processes. Best Starts will also begin to evaluate the impacts of several of its innovative approaches to address community needs.

Through partnerships in every part of the region, Best Starts catalyzes strong starts with comprehensive prenatal well-being through early childhood supports, sustaining these gains as young people progress

⁵ [KCC 2A.300.510 and KCC 2A.300.521](#)

to adulthood, and strengthening communities' voices and power to influence decisions that affect them. Best Starts will continue to lead with racial equity and community wisdom, staying true to the pillars of promotion, prevention, early intervention, and systems and policy change.

Background

Best Starts for Kids Overview

Best Starts for Kids is King County's community-driven initiative to support every baby born and child raised in King County to be happy, healthy, safe, and thriving. Best Starts is committed to racial equity and justice and strives to ensure that neither ZIP Code nor family income constrain people from pursuing lives of promise and possibility, while advancing equity in systems and policies that affect families across King County. Best Starts and community partners center and value the experiences and voices of Black, Indigenous, and People of Color (BIPOC) in their projects and programs to bolster historically underserved and underrepresented communities.⁶ Best Starts' holistic approach aims to support young people in achieving their fullest potential and growing successful relationships with self, family, caregivers, teachers, providers, and community.

Community partners use Best Starts funding to strengthen relationships and programs and respond to community needs. When families and communities have what they need to give their kids the best possible start:

- **Babies** are born healthy with the foundation for a happy, healthy life.
- **Young people** have equitable opportunities to be safe, healthy, and thriving.
- **Communities** offer safe and welcoming environments for their young people.

Best Starts works toward this vision by working with community partners in these investment areas, described in the 2022-2027 Best Starts for Kids Implementation Plan:⁷

- **Child Care (CC):** Offers subsidies for families so that more families can afford this essential service and investments in the child care workforce so that workers are well-compensated and supported.
- **Investing Early (IE):** Builds a robust system of programs for pregnant people, babies, young children, and their families and caregivers, meeting them where they are — at home, in the community, and wherever children receive care.
- **Sustain the Gain (SG):** Provides school- and community-based opportunities for young people to enhance their social-emotional development and mental well-being, and connect with peers and supportive adults in and out of school.

⁶ Best Starts and partners acknowledge that not all communities represented in this report identify with Black, Indigenous, and People of Color (BIPOC) as a meaningful identifier or lived experience. Where possible, Best Starts identifies people and communities how they identify themselves (such as Black and Brown children, students of color, communities of color and so on), but encourages holistic interpretations of this term used throughout the report.

⁷ [2022 – 2027 Best Starts for Kids Implementation Plan](#)

- **Youth and Family Homelessness Prevention Initiative (YFHPI):** Provides concrete resources and case management to prevent families and young people from losing stable housing.
- **Communities of Opportunity (COO):** Builds community power to create equitable conditions in housing, health, economic opportunity, and community connections.⁸
- **Capital Projects (CP):** Improves and creates physical community spaces to equitably expand access to high-quality programs and services for children, young people, and families.
- **Technical Assistance and Capacity Building (TACB):** Offering assistance to community organizations to apply for Best Starts funding and strengthening funded partners' organizations and programs.

Best Starts for Kids Approach

Best Starts produces positive outcomes for children through the principles of promotion, prevention, early intervention, and policy and systems change (Figure 2). Promotion continues to be a cornerstone for Best Starts strategies, followed by prevention and early intervention. Best Starts also focuses on policy and systems change to work toward longer-term, multigenerational impacts. By providing comprehensive opportunities for children, young people, families, and caregivers, Best Starts catalyzes strong starts in early childhood and sustains those gains as children progress to adulthood and community life.

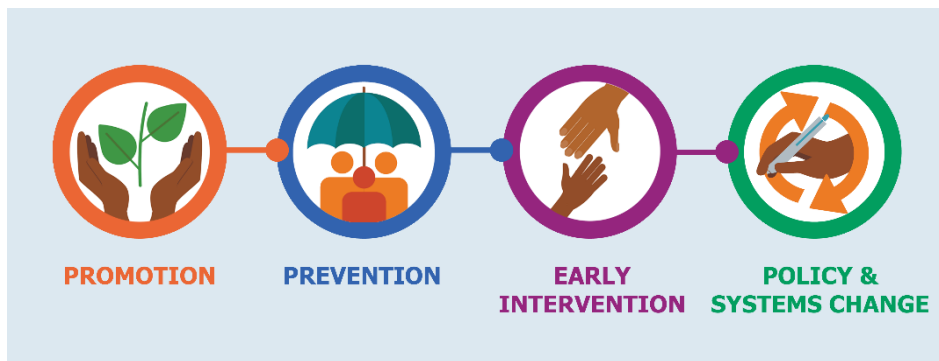


Figure 1. Best Starts for Kids Principles

Founded in community, Best Starts commits to learning alongside partners, experimenting with new, innovative approaches, and growing with partners to expand reach and impact.

Department Overview

DCHS and PHSKC share an important vision grounded in the King County Strategic Plan that all King County residents achieve optimal health and well-being and that communities thrive.⁹ Best Starts funds equitable and comprehensive programs that span infancy through young adulthood. DCCHS and PHSKC jointly administer the Best Starts initiative to realize this vision. Various divisions throughout these two departments manage the Best Starts strategies.

⁸ Community power is the ability of communities most impacted by inequities to work together to set agendas, shift public discourse, increase opportunities for community ownership, and advance meaningful change.

⁹ The King County Council approved the [King County Strategic Plan](#) by Ordinance 16897 in 2010, and adopted the corresponding vision, mission, guiding principles, goals, and priorities by Motion 14317 in 2015.

DCHS envisions a welcoming community that is racially just, where the field of human services exists to undo and mitigate systemically inequitable structures. The Department, along with a network of community providers and partners, plays a leading role in creating and coordinating the region’s human services infrastructure. DCHS stewards the revenue from the Veterans, Seniors, and Human Services Levy (VSHSL), Best Starts for Kids (Best Starts) levy, the MIDD behavioral health sales tax fund (MIDD), the Crisis Care Centers (CCC) levy, the Health Through Housing sales tax, and the Puget Sound Taxpayer Accountability Account (PSTAA), along with other state and federally-directed revenues.^{10, 11, 12, 13}

PHSKC envisions health, well-being, and racial equity, every day and for everyone in King County. The department works to promote and improve the health and well-being of all people in King County by leading with racial equity and changing systems and structures that impact health. PHSKC protects the public from threats to their health, promotes better health, and helps ensure people have accessible, quality health care.¹⁴

Key Historical Context and Current Conditions

This report showcases how Best Starts and community partners work in collaboration to address immediate and pressing concerns in King County, including basic needs, mental health, and workforce development, to ensure all babies, children, and families can grow to be healthy and thrive. Best Starts and community partners understand the importance of adapting to communities and their evolving needs.

Grounded in the value of building on community strengths, Best Starts and community partners identified five key themes featured in this report that integrate strategies across investment areas. This integrated presentation of strategies demonstrates the holistic nature of Best Starts, as it was designed from the beginning to give kids and families opportunities to prosper. Best Starts has always been rooted in racial equity and reliant on community wisdom and expertise to know what is essential for them. From Best Starts’ inception, community has been at the table to design what types of programs to fund and how to address what matters to them the most.

As the cost of living increases in the area, families struggle to make ends meet.¹⁵ Overstretched and under-compensated as wages do not keep up with rising costs, families must make hard decisions about where to spend their resources. Best Starts approaches this issue at an individual level by working with partners to get tangible goods to families, and from a systemic perspective through strategies that seek to increase non-profit and child care workers’ salaries, enhance access to employment opportunities for young people, and provide skill and professional development resources.

¹⁰ [Best Starts for Kids Levy](#)

¹¹ [The MIDD behavioral health sales tax fund is also referred to as the Mental Illness and Drug Dependency fund.](#)

¹² [Health Through Housing sales tax](#)

¹³ [Puget Sound Taxpayer Accountability Account](#)

¹⁴ [Public Health Seattle King County Strategic Plan](#)

¹⁵ [Workforce Development Council of Seattle-King County. Overlooked and Undercounted: Struggling to Make Ends Meet in Washington State](#)

2023 Best Starts for Kids Annual Report

See also [Best Starts for Kids Data Dashboard](#)

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King County continues to face enduring impacts from the COVID-19 pandemic that impact the overall community. Among these are the mental health needs of young people.¹⁶ Best Starts works with community partners to support individual and collective well-being, including youth mental health. Partners provide caregivers tools to develop secure attachments with the young children in their lives and to create a pathway to establish a more diverse workforce in the mental health field to meet the needs of all children. Best Starts' focus on promotion brings more youth development programming into the community where young people can flourish and feel prepared in planning for their future.

This year's report highlights Best Starts and community partners' focus on providing services to families navigating continuously rising costs of living, strengthening the child care workforce, and uplifting young people by addressing mental health concerns.

Legislative History, Policy Goals, and Annual Reporting Requirement

In 2015, King County voters approved the first Best Starts for Kids levy to fund strategies that improve the health and well-being of children, young people, families, and communities. After passage of Ordinance 19267 six years later, King County voters approved King County Proposition No. 1 to renew the Best Starts for Kids levy through 2027.¹⁷ In accordance with Ordinance 19267, the Executive transmitted to the Council for review and adoption an implementation plan that identified the strategies for funding, outcomes for achieving, and frameworks to measure the performance of levy strategies. Ordinance 19354 adopted the Best Starts for Kids Implementation Plan.¹⁸ Ordinance 19267 and Ordinance 19354 require an annual report on levy expenditures, services, and outcomes to the Council by July 15 of each year.

Report Methodology

Best Starts and community partners work together to gather data and feedback regularly. Best Starts evaluators summarized quantitative and qualitative data from performance measures and semiannual narrative reports from funded community partners to capture Best Starts' work in 2023. Best Starts staff also gathered feedback continuously throughout the year and shared themes focusing on where partners needed support and how Best Starts is already addressing them. Findings inform how Best Starts is working towards investing and will continue to invest in partners in 2023 and beyond. Best Starts staff contracted Cardea Services and created this report in collaboration, using these performance measures and narrative reports.

This report summarizes these results. A comprehensive look at the data is available at the [Best Starts for Kids Data Dashboard](#), with detailed geographic data also provided in Appendix E. For detailed partner feedback by strategy, please see Appendix D.

¹⁶ [In Their Own Words Young People Describe the Impact of COVID 19](#)

¹⁷ [Ordinance 19267](#)

¹⁸ [Ordinance 19354](#)

Report Requirements

This annual report summarizes the activities of the Best Starts for Kids initiative through the end of 2023 and fulfills the reporting requirements in Ordinance 19267, Ordinance 19354, and the Best Starts for Kids Implementation Plan 2022 – 2027.^{19,20,21} Specifically, this document includes summaries of the accomplishments and effectiveness of the expenditure of Best Starts for Kids levy in 2023, and financial information and the distribution of participants and expenditures by ZIP Code and investment area. In addition, it contains customizable data views and greater geographic and financial detail, organized by section and investment area. [Best Starts for Kids Data Dashboard](#) contains customizable data views and greater geographic and financial detail, organized by section and investment area.

A. Best Starts for Kids Key Themes and Outcomes in 2023

Best Starts for Kids Key Themes

Best Starts invests in eight areas, including Child Care, Investing Early, Sustain the Gain, Youth and Family Homelessness Prevention Initiative, Communities of Opportunity, Capital Projects, Technical Assistance and Capacity Building, and Data and Evaluation. Across these investment areas, five key themes shaped Best Starts programming and results in 2023:

- **Meeting Families’ Needs** to support families in feeling safe and stable.
- **Prioritizing Well-being and Mental Health** to support the family unit and the whole community.
- **Cultivating Opportunities for Children and Young People** to support their goals in education and employment.
- **Strengthening the Workforce** to support a sustainable, robust, skilled, and well-compensated workforce to meet the needs of babies, children, and families.
- **Building Community Power and Capacity** to support equitable systems change and organizational infrastructure.

Best Starts Outcomes

2023 represents nearly full implementation of Best Starts strategies. In 2023, Best Starts partnered with 336 community-based organizations operating 591 programs to reach more than 221,000 children, young people, families, and community members across King County. Strategies that procured funds in 2022 started to see impact of those programs, and the [data dashboard](#) began to be populated with information demonstrating services reaching the community. Best Starts ran 12 RFP processes in 2023, which resulted in 187 new programs and welcomed 136 organizations to the Best Starts family. The new investment areas of Child Care and Capital Projects have operated on extended timelines while continuing to deepen their strategy development in partnership with community. Full implementation will ensure families with young children can get subsidies for child care, providers’ needs are integrated into program design, and to provide for healthy and safe buildings where children can learn, grow, and explore.

¹⁹ [Ordinance 19267](#)

²⁰ [Ordinance 19354](#)

²¹ [Best Starts for Kids Implementation Plan, p. 58](#)

This report contains examples of Best Starts’ positive impact on young people, families, and communities in concrete and systemic ways. As Best Starts moves into the middle years of the second levy, it continues to improve systems inside and outside the County, especially by breaking down barriers to accessing public funds. For example, Best Starts is striving to make RFPs simpler to understand with questions that are straightforward, examining the County’s insurance requirements for partners, and ensuring Best Starts practices are equitable and hold community in the center.

Meeting Families’ Needs



Figure 2. Family at Center for Human Services, Kaleidoscope Play & Learn Group

Best Starts Strategies for Meeting Families’ Needs

- Child Care Subsidy (CC)
- Community-Based Parenting Supports (IE)
- Help Me Grow (IE)
- Home-Based Services (IE)
- Parent Child Health Services (IE)
- Positive Family Connections (SG)
- Youth Family Homelessness Prevention Initiative (YFHPI)

The seven Best Starts strategies above contribute to outcomes related to meeting families’ needs by providing concrete supports, services, and resources across the age spectrum. Some of these are direct services that keep families and young people housed or expand access to care they need, and some focus on developing integrated networks of programs to serve families. Knowing where to turn to for resources can help alleviate day-to-day stressors. For example, in 2023:

- 98 percent of primary caregivers who received Child Care Subsidy reported less financial stress.
- 94 percent of households who received support from Youth Family Homelessness Prevention Initiative stayed housed within one year of exit.
- 99 percent of clients served through Maternity Support Services and Infant Case Management had infants with a healthy birth weight.

The wide variety of services provided to families through Best Starts funding is essential to build a stable foundation that benefits the entire community. These Best Starts programs are connecting families to tangible supports and culturally rooted services, boosting families’ knowledge of parenting and child development, and increasing social connection.

Connecting families to tangible supports and culturally rooted services

Best Starts' [Help Me Grow](#) program partners with local community organizations to connect families and caregivers with young children to what they need, when and how they need it, making **10,240 connections to support for 1,530 parents and caregivers** in 2023.²²

In 2023, Best Starts transitioned its contract for administration of the [Child Care Subsidy](#) program from Scholar Fund to Brightspark Early Learning Services to ensure high quality services for families.²³ Best Starts successfully preserved enrollment for all families in the subsidy program during and after the transition. The Child Care Subsidy, which partnered with five community-based organizations, helped 1,334 families afford the cost of child care for 2,064 children.

The 2023 geographic distribution of the Best Starts for Kids Child Care Subsidy dollars reflected initial projections based on where eligible families are concentrated in the County. About 60 percent of eligible families reside in the southern region of the County, while approximately two thirds of children receiving Best Starts subsidy live in South King County. In 2023, **95 percent of primary caregivers who received the subsidy experienced a positive change in career or education** through their new capacity to pursue career goals or advancement.

Best Starts' [Youth and Family Homelessness Prevention Initiative](#) engages families and connects them to case management and flexible financial assistance programs to reduce imminent risk of housing loss. **In 2023, 94 percent of households remained housed within one year of exit.** However, the initiative "is more than just rental assistance," shares Taylor Brown, a Best Starts Case Manager at POCAAN. "We provide life skills, an ear to listen when there is nobody else, accountability, and a safe space to learn and grow. We help to foster growth, improvement, and success in our families."²⁴

"Our team goes to great lengths to try to meet every single baby item request honoring the family's culture, wishes, and hopes for their baby. This looks like spending extra time sorting through donations to make sure we can pass them on to a family with confidence... or dropping diapers off at a family's door when they are in urgent need and they don't have access to transportation... The breadth and depth of our tangible baby item support is astonishing and would not be possible without the care and heart that our team pours into their work."

– Stacey Silver, Family Connector Lead, Open Arms Perinatal Services

²² [Best Starts Strategy One-Pagers](#)

²³ [Best Starts Strategy One-Pagers](#)

²⁴ [Best Starts Strategy One-Pagers](#)

Now in its second year, Best Starts’ Parent Child Health Services’ [Family Ways](#) program leads with racial equity, supporting pregnant people, parenting families, and children up to age 5 to promote family health and wellness.²⁵ Family Ways works one-on-one with clients on family-identified priorities which cover a wide range of topics from obtaining rental assistance, to addressing picky eating at family mealtimes, and even just listening to families. Focus populations include American Indian/Alaska Native, Native Hawaiian/Pacific Islander, and U.S. born Black/African American. All services are culturally rooted, participant-centered, and strengths-based with peer community specialists representing the communities served as well as a skilled clinical team which includes a public health nurse, social worker, and registered dietician. In 2023, **Best Starts reached 178 participants** through the Family Ways program.

“We believe our successes and high client satisfaction are because of our flexible yet structured approach to services and the trust we build with clients. We are committed to our vision and program core components but customize our services to clients...We are able to meet clients at locations convenient for them such as their home or library, reducing barriers and no-show / cancellation rates.”

– Katie Hess, Program Manager, Public Health—Seattle & King County

Boosting families’ knowledge of parenting and child development

Best Starts’ [Home-Based Services](#) offers relationship-based support by trained Home Visitors for expecting families and families of children birth to age 5 years. In 2023, **3,272 caregivers participated in 86,893 visits** using nationally implemented or community-designed models, building their knowledge of parenting and child development.²⁶

²⁵ [Family Ways Website](#)

²⁶ [Best Starts Strategy One-Pagers](#)

Through an array of programs, [Community-Based Parenting Supports](#) provides community-centered, peer-based services to strengthen protective factors, mitigate risk, and increase health, safety, and

“Families were able to connect with one another, sharing their experiences and asking one another questions. Positive relationships quickly blossomed between parents/caregivers and our staff, and these communal meals were certainly a factor in each participant reporting that they felt an increase in social connections thanks to attending [our program]. We are so grateful that these families trusted us, that they were able to find community amongst one another, and that they will all be returning in February to take part in level two of the program.”

— Community-Based Parenting Supports partner

social-emotional well-being of pregnant people, parents, and caregivers of children birth to age 5.²⁷ In the community-based Lactation and Perinatal Support Services Program, **all 271 participants reported increased knowledge and skills** because of the culturally relevant educational services in 2023.²⁸

Increasing social connection

Best Starts’ [Positive Family Connections](#) strategy focuses on strengthening and building positive relationships between children and young people ages five to 24, their families, and their caregivers through services including intergenerational healing circles, kinship care support groups, and educational workshops for families about child and youth development.²⁹ In 2023, the strategy enrolled **1,895 parents and caregivers and 1,055 young people. Ninety-nine percent of parents and caregivers and 97 percent of young people reported increased connection** to peers, family, culture, or community.

Prioritizing Well-being and Mental Health



Figure 3. Participants at the Infant Early Childhood Mental Health Certificate Program Kickoff

Best Starts Strategies for Prioritizing Well-being and Mental Health

- Community Well-being Initiative (SG)
- Child and Adolescent Immunizations (SG)
- Early Support for Infants and Toddlers (IE)
- Systems Building for Infant and Early Childhood Mental Health (IE)
- Liberation and Healing (SG)
- Parent Child Health Services (IE)
- School-Based Screening and Brief Intervention and for Referral to Treatment/Services (SG)
- School-Based Health Centers (SG)
- Universal Developmental Screening (IE)

²⁷ [Best Starts Strategy One-Pagers](#)

²⁸ [Best Starts Strategy One-Pagers](#)

²⁹ [Best Starts Strategy One-Pagers](#)

A focus on holistic well-being including mental health at all stages of life has been a cornerstone of the Best Starts initiative. The nine Best Starts strategies above contribute to outcomes related to prioritizing well-being and mental health while celebrating cultural roots and strengths by working to undo the tangible impacts of racism; meeting physical health, mental health, and developmental needs; and increasing understanding and awareness of physical and mental health. For example, in 2023:

- 65 percent of families who received a referral through the Universal Developmental Screening Family Centered Developmental Programs went on to establish a service connection.
- 57 percent of youth leaders who participated in the Community Well-being Initiative reported increased leadership skills.
- 99 percent of scholars served through the Liberation and Healing from Systemic Racism programs were in progress to meet or met their relationship goal.

Working to undo the tangible impacts of racism

Best Starts [Parent Child Health Services’ Infant Mortality Prevention Network](#) supports community collaboration to eliminate racial disparities in infant deaths and improve birth outcomes within the communities experiencing the highest rates of infant mortality.^{30 31} In 2023, the Network **provided 3,180 services** within the communities experiencing the highest rates of infant mortality. **Among 122 pregnant patients with birth outcomes observed, 94 percent had healthy birth outcomes**, meaning babies were neither miscarried, premature, nor had low birth weight.³²

Best Starts’ [Liberation and Healing](#) partners with communities most impacted by systemic racism to co-create opportunities for scholars to participate in a wide range of programs.³³ The activities, ranging from the arts to exposure to the natural world, are designed to create a culturally responsive education system that aids young people’s healing and sparks new interests. In 2023, **94 percent of families who received a basic needs referral through Liberation and Healing’s TRACE partners were able to meet a basic need** such as securing housing, accessing

“Seeing scholars literally experience liberation and healing by gaining confidence in their abilities to create compelling, entertaining, and inspirational stories on screen is truly an honor. The scholars say they feel empowered, confident, and assured they can learn the fundamentals of filmmaking, take these skills, build on them, and eventually produce entertaining content that uplifts, brings joy, entertains, and inspires Black and Brown communities.”

— Dr. Anita M. Cal, CEO/President, Kreative Collective L.L.C.

³⁰ [Best Starts for Kids Blog](#)

³¹ [Public Health – Seattle & King County, 2024/2025 Community Health Needs Assessment](#)

³² The term “healthy birth outcomes” refers to births that were neither premature nor low-birth weight.

³³ [Best Starts Strategy One-Pagers](#)

food, or accessing medical services which allowed families in crisis to move towards healing.³⁴

Meeting physical health, mental health, and developmental needs

Best Starts' [Universal Developmental Screening](#) strategy provides information, training, tools, and connections among providers to ensure all King County children receive or have access to culturally

"We are intentionally modeling new habits, attitudes, beliefs, and expectations... We know that there is a powerful parallel process involved in this work, so that the fundamental goals of a positive parent-child dyad are reflected all the way up through service providers, leadership members, supervisors/directors, and the CEO."

– Laura Anderson, ESIT Program Director, Children's Therapy Center

appropriate, high quality developmental screening.³⁵ In 2023, Best Starts partners **directly screened 1,801 children for developmental progress, making 2,095 connections to needed services.**

One such service is [Early Support for Infants and Toddlers](#), which promotes equitable outcomes for families with children birth to age three who have developmental delays or disabilities.³⁶ In 2023, the Early Support for Infants and Toddlers (ESIT) program **served 6,720 children, 76 percent of whom made progress in their social-emotional development.**

[School-Based Health Centers](#)

(SBHCs) meet young people where they are: in school. In clinics across King County, young people can access high quality, culturally relevant medical care, mental health care, and, in some cases, dental care.³⁷ In 2023, **4,459 students enrolled in school-based health center programs.** As Marlen Mendez, a Health Center Administrator at Sea Mar, shared, "Over the last month, [a student] had been to the ER three times. The SBHC provider was able to communicate and reassure him in Spanish and ordered an MRI and a referral to neurology...The provider offered [the student] the option of therapy and medication to manage [his] anxiety. He chose both options, something that the visits to the ER never addressed or offered."

"At my school, we utilized the universal screening. Through this process, I met a 7th grade student who screened in with a yellow flag. He was struggling with self-worth. With support from parents, we were able to connect him to individual counseling. This student has made gains emotionally and socially over the school year. This student is more involved in school, improved grades and appears much happier at school. SBIRT helped identify this student for support."

– Renee Damerow, Middle School Counselor, Kent School District

Best Starts' [School-Based Screening and Brief Intervention and for Referral to Treatment/Services \(SB:SBIRT\)](#) screened

10,151 middle and 3,186 high school students for behavioral health needs.³⁸ About four in ten students

³⁴ TRACE is an enhanced trauma-specific response to eligible children, young people, and family members who have experienced an adverse community event and/or are experiencing trauma as a result of childhood experiences.

³⁵ [Best Starts Strategy One-Pagers](#)

³⁶ [Best Starts Strategy One-Pagers](#)

³⁷ [Best Starts Strategy One-Pagers](#)

³⁸ [Best Starts Strategy One-Pagers](#)

in middle and high school identified new needs through SBIRT. Staff connected more than half of the students who received services to prevent suicide in young people, promote social and emotional health, and prevent substance use.³⁹

Increasing understanding and awareness of physical and mental health

Best Starts' [Child and Adolescent Immunizations](#) activities increase vaccine awareness and knowledge, vaccine demand and referral to care, and engagement with health topics through youth-designed games, t-shirts, and stickers that promote vaccinations in a fun, relatable way.⁴⁰ The Child and Adolescent Immunizations strategy also works to foster growth and amplify voices of youth health advocates. As Marina Martinez, a Program Manager at the Washington Chapter of the American Academy of Pediatrics shared, "The WA-CHIP [Washington Child Health Improvement Partnership] Team is proud to have **impacted over 13,800 children and adolescents in King County. Missed opportunities to vaccinate children decreased by 19.9 percent and missed opportunities to vaccinate teens decreased by 13.5 percent.**"

The [Community Well-Being Initiative](#) builds community capacity to share resources and deliver culturally relevant programming on emotional health and well-being to reduce stigma associated with mental health topics and to reinforce compassion, connection, and care in communities.⁴¹ In 2023, this initiative **held 468 community outreach activities and program events and 120 trainings with young leaders, community members, and providers. 100 percent of young people reported increased understanding of mental health and well-being after participating in the program.**

Promoting positive relationships between families and service providers

Best Starts' [Systems Building for Infant and Early Childhood Mental Health](#) focuses on improving social and emotional outcomes of young children birth to age five through training and reflective practice approaches for providers.⁴² ⁴³ These offerings strengthen the ability of caregivers and providers to support children to form close relationships with adults and peers. In 2023, **257 providers participated in 37 workshops** in which **94 percent of participants** reported they **could apply something they learned to their work.** In addition, **519 providers participated in 696 reflective practice sessions** in which **85 percent of participants reported increased capacity to reflect on their work.**

³⁹ A yellow flag, mentioned in the quote by Renee Damerow, is known as a Tier 2 concern when a student has a response on the screening tool that indicates they may benefit from a brief intervention within the next two weeks.

⁴⁰ [Best Starts Strategy One-Pagers](#)

⁴¹ [Best Starts Strategy One-Pagers](#)

⁴² The term "reflective practice" is an approach that centers connecting the head, heart, and the hands in all aspects of caregiving, giving providers the ability to stop and reflect about how work is being done, how policies are created, and families are being served.

⁴³ [Best Starts Strategy One-Pagers](#)

Cultivating Opportunities for Children and Young People



Figure 4. Youth and Staff at the Spring Youth Showcase with Launch, Coyote Central, Double Dutch Divas, and SPIN

Best Starts Strategies for Cultivating Opportunities for Children and Young People

- Expanded Learning (SG)
- School-to-Work (SG)
- Stopping the School-to-Prison Pipeline (SG)
- Transitions to Adulthood (SG)
- Youth Development (SG)

These five Best Starts strategies cultivate opportunities for children and young people by investing in programming that creates positive spaces for young people when they are not in school or work. These programs build young people’s strength and resilience to address stigma and racism and promote social and emotional well-being, interpersonal connections, and positive identity development. By supporting young people through mentorship, cultural connection and celebration, exploration of nature, and job training skills, programs provide opportunities for young people to learn and develop skills so they can actively plan for and look forward to their future and avoid legal system involvement. For example, in 2023:

- 80 percent of youth participating in Expanded Learning gained new skills.
- 61 percent of young people participating in the Stopping the School-to-Prison Pipeline made progress toward their educational goals.
- 81 percent of assessed participants in Youth Development programs increased connections or built healthy relationships.

Building young people’s strength and resilience to address stigma and racism

Best Starts’ [Transitions to Adulthood](#) supports young people ages 16 to 24 to meet their education and employment goals who may not otherwise have opportunities due to stigma and racism.⁴⁴ Reengaging in secondary education and helping them navigate the post-secondary systems such as applying for financial aid, paying for college books, and training in trades are some of the ways young people get the necessary tools to establish stability and security in their lives. In 2023, **720 young people participated in employment, education, or behavioral health programming on an ongoing basis.** According to assessments of individualized goal plans, **74 percent of young people** enrolled in behavioral health programming **improved their behavioral health.**

[Stopping the School-to-Prison Pipeline](#) invests in direct service programs to support young people ages 12 to 24 who, due to systemic and institutional racism, are more likely to be excluded from higher education and employment and pushed into the legal system.⁴⁵ Program staff build relationships with young people, provide guidance, and connect them to internships and employment with the guide of a navigator that advances economic and educational success. In 2023, **755 young people enrolled and 98 percent participated in new activities focused on nurturing a positive sense of cultural identity.** As Sarah Sense-Wilson, Chair/Volunteer at Urban Native Education Alliance, said, “We traveled to local reservations and to Washington, D.C. with 14 youth for an intensive educational experience covering the National Museum of the American Indian, Department of Interior, the Center for Native American Youth. These cultural, leadership, and civic engagement experiences promote confidence, self-esteem, tribal values, and positive identity.”

Best Starts’ [School-to-Work](#) program provides critical supportive employment services such as practicing job tasks and talent assessments prior to employment and help with system navigation in partnership with an employment coach for young people with intellectual and developmental disabilities (I/DD) so they can obtain and maintain employment prior to exiting high school.⁴⁶ Nationally, individuals with I/DD face significant barriers participating in the workforce, on top of barriers like stigma and racism, experiencing employment rates of only 19 to 21 percent over the past decade.⁴⁷ Despite continuing impacts of the COVID pandemic, including contractor staffing shortages, the School-to-Work Program **served 330 students in 2023 and assisted 34 percent of students exiting school to reach employment within six months after their exit from high school.**

“One client was struggling with multiple panic attacks a week due to social anxiety and family-related trauma. Their treatment goals for counseling sessions were to reduce panic attacks and build stronger communication with parents. The clinician was able to use talk therapy and evidenced-based treatment to support the client in processing their feelings and better understand their trauma response...Sessions were reduced to every other week upon improved parental relationship and diminished recurrence of panic attacks. The client is now able to better focus on their academics and is on track for graduation.”

– Bonnie Wang, Director, Asian Counseling and Referral Service

⁴⁴ [Best Starts Strategy One-Pagers](#)

⁴⁵ [Best Starts Strategy One-Pagers](#)

⁴⁶ [Best Starts Blog](#)

⁴⁷ [StateData: The National Report on Employment Services and Outcomes through 2019](#)

“We have come to understand the budget crisis that the school districts are facing this year and its implications for equity, especially for newcomer students. The equity problems stemming from this have activated our youth to respond by giving statements at school board meetings advocating for BIPOC representation among teaching staff, sensitivity trainings and inclusion of Asian American history in school curricula. The students wrote a public letter about what they need for mental health in our community and submitted petitions with 129 signatures, advocating for anti-racist curricula in their school districts.”

– Joann Kim, former Family Youth Program Manager, Korean Community Services Center

Promoting social-emotional well-being, interpersonal connections, and positive identity development

Best Starts’ [Youth Development](#) partners with community-based organizations to support mentoring, leadership, and healthy relationships. Programs include activities that help youth overcome toxic stress caused by family dysfunction, hip hop classes to reach youth, and opportunities for trans and gender diverse youth to engage with area leaders and connect with mentors and adults with similar lived experiences.⁴⁸ In 2023, Best Starts’ partners **enrolled 5,594 young people, and 95 percent of assessed participants developed a positive identity.**

Best Starts’ [Expanded Learning](#) provides high-quality after school and summer programming for young people ages 5 to 13 through academic enrichment, cultural and social development

activities, physical activity and health promotion, arts education, and leadership development.⁴⁹ In 2023, Best Starts’ **partners served 7,466 young people, and 89 percent of young people built social emotional learning skills.**

⁴⁸ [Best Starts Strategy One-Pagers](#)

⁴⁹ [Best Starts Strategy One-Pagers](#)

Strengthening the Workforce



Figure 5. Prenatal-to-Five Partners Showcasing Their Services at the Innovation Supports Partner Gathering

Best Starts Strategies for Strengthening the Workforce

- Child Care Health Consultation (IE)
- Child Care Wage Boost Pilot (CC)
- Innovation Supports (IE)
- Technical Assistance and Capacity Building (TACB)
- Workforce Development (IE)

Best Starts' work is accomplished through a strong network of community-based organizations and the dedicated people who work for them. Best Starts invests in strengthening the workforce through provider, program, and organizational capacity, and by providing practical support in early care and education. This includes funding organizations at levels that support livable wages, offering opportunities for workforce training, and paying for essential business tools. By investing in organizations' infrastructure and workforce, community-based organizations build the foundation they need to be strong and sustainable. For example, in 2023:

- 81 percent of participants in Workforce Development workshops reported they could apply something they learned to their work.
- 100 percent of providers served by Child Care Health Consultation teams reported increased knowledge of community resources or other consultation topics.
- 81 percent of Technical Assistance recipients' staff learned new skills.

Strengthening provider, program, and organizational capacity

Best Starts' [Workforce Development](#) strategy provides workshops, peer learning, and other professional development opportunities to build the knowledge and skills of early childhood practitioners in healthy child development, racial equity, and infant and early childhood mental health.⁵⁰ As an Ages and Stages Questionnaire (ASQ) training participant shared in an anonymous survey, "This training equips me to better support caregivers in recognizing developmental milestones, fostering an inclusive environment, and tailoring strategies that honor the diverse and unique needs of each infant and toddler in their care." In 2023, **374 providers in King County's early childhood workforce attended learning opportunities** funded by the Workforce Development strategy, and **90 percent of participants reported confidence in their abilities** to apply learnings to their work.

⁵⁰ [Best Starts Strategy One-Pagers](#)

Best Starts' [Innovation Supports](#) strategy leverages the creativity and expertise of community to design, develop, and lead innovative programs and interventions that serve children birth to age five and their families.⁵¹ In 2023, Innovation Supports **built program capacity** through workshops, partner convenings, and individualized program assistance provided to **93 participants**. The success of increasing program capacity is evident as **100 percent of participants reported they felt prepared to implement their programs using their Innovation Supports materials**.

Best Starts' [Technical Assistance and Capacity Building](#)

offers applicants for Best Starts funding culturally responsive assistance with proposal development through consultation services provided by a diverse cohort of consultants, including proficiency in several languages, that is free to all organizations interested in applying for funding.⁵² The strategy also assists funded Best Starts partners in building and or strengthening their organizational infrastructure for long-term stability and sustainability. In 2023, Best Starts **connected 104 community organizations to capacity building services, providing more than 8,800 hours of support. Eighty-five percent of capacity building recipients' staff, board, or volunteers were more effective in their work** after receiving capacity building.⁵³ For example, organizations that received brand and marketing consultation reached more community members who could benefit from their services.

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[Providing practical support in early care and education](#)

Best Starts' [Child Care Health Consultation](#) is a collaborative partnership between a trusted child care health consultant and families, caregivers, and child care providers to promote the optimal physical and emotional health, safety, and development of children in their care.⁵⁴ Karen Snowden, an Infant and Early Childhood Mental Health Clinician at Navos, said, "Our team recognizes that effective consultation work can only occur in the context of relationships and have prioritized opportunities to build relationships with providers and community partners. Through these efforts, our team has developed a complex and rich understanding of the strengths, stressors, and challenges facing childcare providers in our community, and we were able to design a program and create materials that are responsive to these needs." In 2023, Child Care Health Consultation teams served **475 child care providers. Ninety-nine percent of providers reported increased ability to support growth and development of the children in their care.**

"As Innovation Supports Team providers, we were able to connect very closely with the partner organizations that we served this year, and this was especially the case for newly developing organizations we worked with who were newer to the Best Starts funding landscape. For these organizations, we were able to share valuable insights throughout the IDEAS Impact Design Framework process that not only supported them to develop their program materials (contract deliverables), but also support them in feeling confident in how to best navigate the Best Starts system, to share their stories of their work and to feel prepared to launch their programs into implementation."

– Colleen Alabi, Deputy Director, Mother Africa

⁵¹ [Best Starts Strategy One-Pagers](#)

⁵² [Best Starts Strategy One-Pagers](#)

⁵³ [Capacity Building Services](#)

⁵⁴ [Best Starts Strategy One-Pagers](#)

Best Starts' [Child Care Wage Boost Pilot](#) invests in the child care workforce by providing a wage boost to child care workers.^{55,56,57} This pilot aims to counteract the systemic inequities perpetuated by industry-wide low wages for child care workers and will evaluate the wage boost's impact on child care workers' well-being and retention in the workplace. **In 2023, Best Starts reprocurd the funds to identify a group of three organizations with the skills and knowledge needed to effectively deliver the project.** These organizations are Aidkit, Inc., The Imagine Institute, and Uncommon Bridges. During this year, initial implementation planning continued to create frameworks for program design and selection and prioritization of participants, based in part on wage boost programs around the country, and the creation of communication and outreach plans. Wage boost partners also convened focus groups with child care workers to inform the design of the pilot, which is set to launch in summer of 2024.

Building Community Power⁵⁷



Best Starts Strategies for Building Community Power

- Capital Projects (CP)
- Communities of Opportunity (COO)
- Healthy and Safe Environments (SG)
- Lead and Toxics (IE)

Figure 6. Indian American Community Services Lead and Toxics Product Testing Event

Vibrant, powerful communities are essential for the growth and success of young people and families, and leaning into community members' deep expertise informs and drives King County to healthier and equitable communities.⁵⁸ These Best Starts strategies contribute to outcomes that build community power to make improvements in policies and systems by investing in community ideas, capacity, and infrastructure to address risks and maximize opportunities to create safer environments. For example, in 2023, Communities of Opportunity Systems and Policy Change partners developed 1,006 resident leaders and Healthy and Safe Environments partners changed or improved 17 environments such as high schools, community centers and afterschool clubs. In one program, 100 percent of staff surveyed by Lead and Toxics partners reported increased knowledge on blood testing process and resources available to families.

⁵⁵ The Child Care Wage Boost Pilot was formerly known as the Child Care Workforce Demonstration Project.

⁵⁶ [Best Starts Strategy One-Pagers](#)

⁵⁷ Community power is the ability of communities most impacted by inequities to work together to set agendas, shift public discourse, increase opportunities for community ownership, and advance meaningful change.

⁵⁸ [Communities of Opportunity Evaluation](#)

Building and strengthening community power for decision-making and policy and systems change

Best Starts' [Communities of Opportunity](#) works through their Systems and Policy Change, Learning Community, and Place-Based and Cultural Community Partnership strategies to increase equitable conditions in housing, health, and economic opportunities through partner-led programs.⁵⁹

- Communities of Opportunity's Systems and Policy Change strategy supports community-engaged and community-led efforts to transform systems and policies, increasing the readiness and ability of groups to inform, improve, and guide the implementation of systems and policies. For example, in 2023, **the Doulas For All Coalition partnership** made significant progress in a long-term and historic collaborative effort, **working with other community-based organizations, elected officials, government agencies, and others to change Washington state policy around securing Medicaid coverage for birth doula services for the first time in state history.**
- Through the Learning Community strategy, Communities of Opportunity builds community leadership and power through learning and supporting capacity-building resources, funding to pilot community-led, innovative models, and strengthening relationships and networks. In 2023, **295 people participated in Learning Community convenings, making new relationships or critical connections in progress building toward structural equity, including policy and/or systems change.**
- The Place-Based and Cultural Community Partnerships strategy realizes the power of community partnerships in neighborhoods and cultural communities to advance better health, safe and affordable housing, economic opportunity, and stronger community connections for residents. In 2023, **COO invested in the establishment and continuation of more than 20 community-rooted organizations and coalitions** working on issues such as guaranteed basic income, Crisis Care Center Levy opportunities, Bipartisan Military Mental Health Taskforce, Seattle-Tacoma International Airport's environmental impact, and digital equity for Washington's Native communities.

Creating safer and more equitable environments

Best Starts [Capital Projects](#) provides the funds to create safe, equitable physical spaces through contracts for building repairs, renovations, and new construction or expansion to improve access to high-quality programs and services for low-income children, young people, and families, prioritizing BIPOC and rural communities, and communities without access to similar facilities.⁶⁰ A new strategy added in the 2022-2027 Best Starts levy, 12 projects have already been funded to address critical health and safety repair projects in early learning facilities and child care, community, and recreation centers. In fall 2024, new construction projects as well as major renovations such as building acquisition, façade repair, and shell buildout are expected to be ready to break ground. Community members have responded positively to Best Starts' reduction of barriers for community partners seeking these funds by providing technical assistance for construction activities, creating a less complex contracting structure, and offering flexibility in payment structures.

⁵⁹ [Communities of Opportunity Website](#)

⁶⁰ [Best Starts Strategy One-Pagers](#)

Best Starts' [Healthy and Safe Environments](#) helps partners and organizations address community inequities by transforming systems, environments, and policies.⁶¹ In 2023, Healthy and Safe Environments **partners engaged over 1,900 young people in activities and impacted 39,899 people**. For example, a teen advisory council implemented new programs in community clubs to raise awareness about mental health and evaluated how to take those programs to scale. They impacted how a youth-serving system talks about mental health to children, addressing stigma and breaking down barriers to treatment.

“Multiple community members have appreciated the value add of the lead talks and testing events that were held in various locations and formats... These members have now become vocal ambassadors of the lead toxicity program and raise awareness amongst other community members by spreading the word and talking to them individually. There has been a cascading effect in the community, due to the education and awareness brought about by these events.”

– Kavitha Ramakrishnan, Early Childhood Facilitator, Indian American Community Services

The [Lead and Toxics Program](#) works to create healthier communities by building on the leadership within communities of color working towards environmental justice through activities such as hosting product testing events and participation on the Lead (Pb) Action Group some of whom provided testimony on the lead in cookware bill.⁶² Children are particularly vulnerable to the effects of pollution, toxic substances, and unhealthy living conditions. In 2023, **364 community members attended 21 product testing projects hosted by community partners**. At the events, 18 percent of items that families with young children brought from home for testing had high lead levels. The program encouraged families to replace lead-identified products with safer alternatives and stop using them. All families received education on how to reduce the risk of lead exposure if replacing the item was a barrier. Data, such as referenced above, from these events supported policy changes at the state level including two new laws that reduce the amount of lead allowable in cookware and cosmetics sold in Washington.^{63, 64}

B. Where Best Starts Serves: The Geographic Distribution of Best Starts Services

Best Starts works toward eliminating regional, racial, and economic disparities in King County and addressing the systems that create these disparities.⁶⁵ Best Starts works upstream to promote positive, healthy outcomes for young people and their families. In centering racial equity and justice, Best Starts' distribution of investments aligns with areas where the youth population is greatest and opportunities are lowest.⁶⁶ This level of demand is demonstrated by darker shades of color in the Figure 7 below.

⁶¹ [Best Starts Strategy One-Pagers](#)

⁶² [Best Starts Strategy One-Pagers](#)

⁶³ [State of Washington Department of Ecology](#)

⁶⁴ [Research by Hazardous Waste Management Program in King County drives historic state law banning sale of lead-contaminated cookware](#)

⁶⁵ [Best Starts for Kids Implementation Plan](#)

⁶⁶ [Child Opportunity Index \(COI\) 2.0 Zip Code Data, February 2023](#)

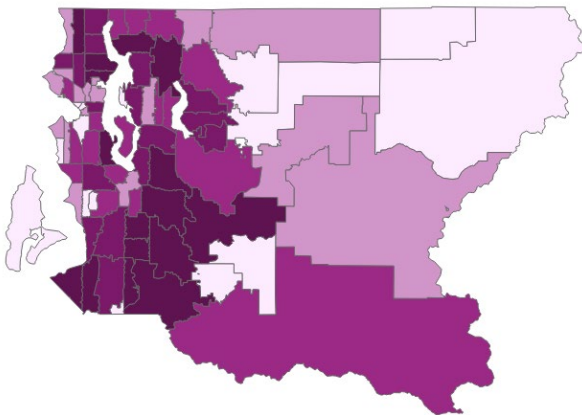
Youth Population Density and Young People’s Needs in King County

The maps in Figure 7 demonstrate the different levels of youth population density and opportunities within King County. The Population density map demonstrates which areas of King County have higher concentrations of young people (ages 0 to 24 years). The Child Opportunity Levels map shows which areas of King County have low opportunity, defined by the Child Opportunity Index (COI).⁶⁷ High-opportunity ZIP Codes (lighter color) have more quality schools, parks and playgrounds, clean air, access to healthy food, health care, and safe housing. Low opportunity ZIP Codes (darker color) have fewer of these resources. These maps each provide an important lens on community need for investment within King County.

Figure 7. Population Density and Child Opportunity Levels in King County

Population density (ages 24 and under)⁶⁸

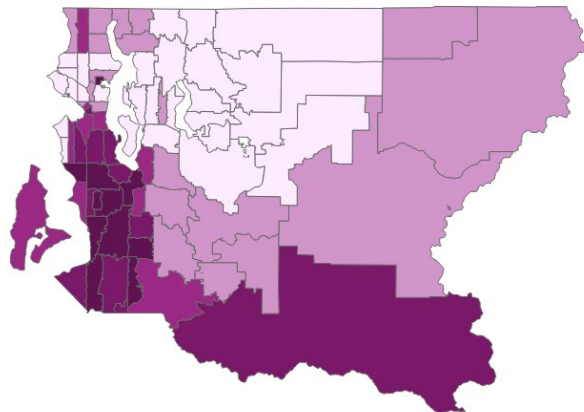
ZIP Codes with high number of young people include central, west, east, and north King County, though the highest numbers are in south King County.



QUINTILE
1 2 3 4 5
Darker color = more young people
Lighter color = fewer young people

Child Opportunity levels⁶⁹

ZIP Codes with lowest opportunity according to the COI are mostly located in South Seattle and South King County



QUINTILE
1 2 3 4 5
Darker color = very low opportunity
Lighter color = very high opportunity

Geographic Distribution of Best Starts Participants and Expenditures in King County

The geographic distributions of Best Starts participants and expenditures, with two different methods of calculating Best Starts’ expenditures by ZIP Code, are shown in Figures 8 and 9. Participant numbers and expenditures for individual ZIP codes are available in Appendix E and at the [Best Starts for Kids Dashboard](#).

⁶⁷ [Child Opportunity Index \(COI\) 2.0 Zip Code Data, February 2023](#)

⁶⁸ [Washington State Population Interim Estimates \(PIE\), December 2022](#). See also this details [tab](#).

⁶⁹ [Child Opportunity Index \(COI\) 2.0 Zip Code Data, February 2023](#)

Figure 8. Best Starts Participants in 2023

Best Starts Participants

Best Starts reaches across King County. ZIP Codes with the most participants typically have more young people, lower opportunity, or both.

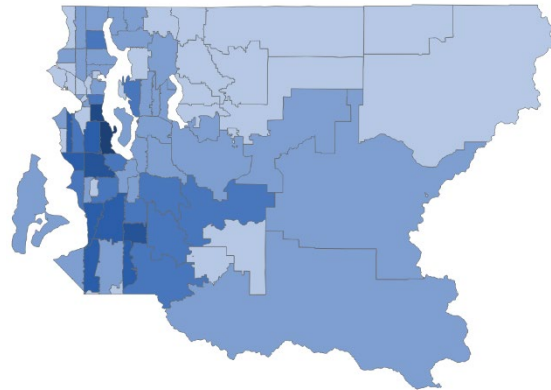


Figure 9. Best Starts Expenditures by ZIP Code in 2023

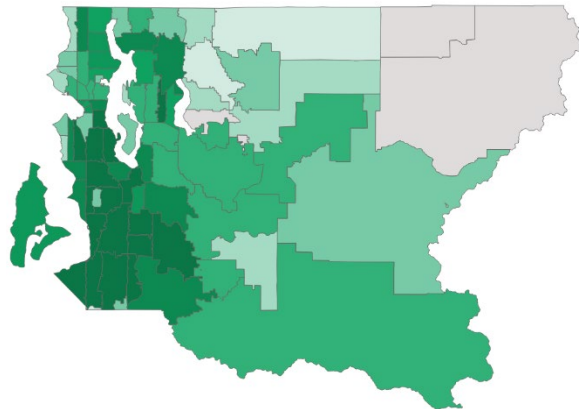
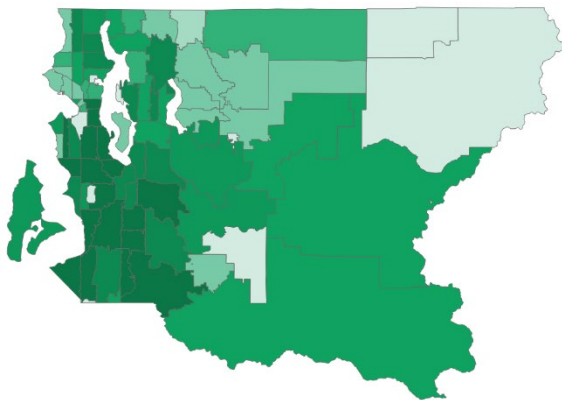
Best Starts Expenditures by Zip Code in 2023

Expenditures by where participants live

Best Starts spends more in ZIP Codes with more young people and lower access to opportunity.

Expenditures by where office-based services are located

Not all services take place at a physical office location, and expenditures for services that are office-based reach most of King County. The ZIP Codes with a higher density of young people and lower Child Opportunity Levels generally have higher expenditures by where office-based services are located



C. Best Starts for Kids Fiscal Information

The renewal of the Best Starts for Kids Levy in 2021 means Best Starts will invest more than \$880 million throughout 2022–2027 to support children, young people, families, and communities across King County. In 2023, Best Starts expended more than \$129 million.

The annual reported budget shown below is higher than the adopted implementation plan budget because it includes legislatively approved carry forward from Best Starts’ 2022 budget.⁷⁰ Child Care and Capital Projects are two new investment areas launched in the 2022-2027 levy that have taken more time to launch than originally planned. Funding set aside for Capital Projects in 2022 has now been awarded through competitive procurement, but these funds will not be fully spent until construction on the awarded projects are completed. Similarly, 2023 funds are on track to be fully committed in 2024. Capital Projects anticipates having funds allocated in contracts by the end of 2024, but because of the complex nature of construction projects some funds may be expended later. In addition, the Child Care Wage Boost Pilot implementation was delayed by start-up staffing timelines and a change in community partner in Q3 of 2023, which necessitated a re-procurement. Full implementation of the pilot is anticipated in 2024.

The Best Starts fiscal table detailing expenditures by investment area and strategy, as well as maps detailing expenditures by ZIP Code, can be viewed online in the [Best Starts for Kids Dashboard](#). A summary fiscal table at the investment area level is provided below.

Figure 10. 2023 Best Starts for Kids Expenditures by Investment Area

2023 Best Starts for Kids Expenditures by Investment Area		
Investment Area	2023 Budgeted ⁷¹	2023 Expenditures
Child Care	\$34,764,300	\$30,890,272
Youth and Family Homelessness Prevention Initiative	\$4,934,290	\$4,774,967
Technical Assistance and Capacity Building	\$2,424,120	\$2,197,463
Subtotal (per Ord 19267 subsection 4.D)	\$42,122,710	\$37,862,703
Investing Early (Prenatal to 5)	\$47,552,860	\$45,855,095
Sustain the Gain (5 to 24)	\$35,427,922	\$34,044,586
Communities of Opportunity	\$7,737,003	\$6,736,765
Data and Evaluation	\$4,931,858	\$4,446,479
Capital Projects	\$9,885,000	\$204,803
Total 2023 Expenditures	\$147,657,352	\$129,150,430⁷²

⁷⁰ [Ordinance 19633](#)

⁷¹ Budgeted amounts shown for 2023 include approximately \$16 million in 2022 commitments that were not spent in 2022 due to implementation and strategy design of new initiatives. Most of these are in the Child Care and Capital Projects investment areas, which were new in the 2022-2027 Best Starts levy.

⁷² Remaining 2023 funds are reserved to meet contract commitments within the investment area strategies.

D. Investment Changes

Best Starts made no changes to planned strategy-level investments in 2023 or future years. Underspend in a strategy or investment area's prior annual budget that was carried forward into 2023 and future years continues to be allocated within the same strategies and investment areas to maintain the overall funding commitments outlined in the Best Starts for Kids Implementation Plan.

E. Feedback from Partners

Best Starts is grateful for lessons learned from community partners in 2023 and ongoing learning in partnership with community. As outlined in the Best Starts Implementation plan, Best Starts seeks feedback from partners proactively through surveys or semi-annual reports, and partners also give feedback informally during monthly check-in calls or partner convenings.⁷³

In 2023, Best Starts' partners shared a desire for clearer descriptions of King County staff roles so that organizations are clear about where to turn to get their questions answered, along with clearer explanations of King County systems and processes. They wanted more opportunities for sharing knowledge to better understand, access, and raise awareness of resources, tools, and skills. Partners reflected a need for more in-person community-building opportunities and opportunities for training to deepen professional skills. Partners expressed that they want more organized gatherings and retreats to support and promote engagement between families and communities and to provide professional development opportunities to program staff.

In response, each strategy meets with all newly funded partners as a group to welcome them to King County, introduce them to key King County staff from other divisions such as finance and compliance, and explain at a high level what to expect over the course of their contract with the County. Best Starts also provides live and recorded trainings about the process of site visits and the financial documentation and systems requirements.

To support community and relationship building and promote opportunities for training and reflective learning, Best Starts created, cohosted, and scheduled virtual and in-person meetings with partners more frequently. This has allowed staff and providers opportunities to share information, connect about a certain topic, or learn from other experts in the field. Best Starts conducted a data walk to engage program partners in performance measure data reflection, dissemination, and community building. Best Starts also supported knowledge sharing and professional development opportunities to encourage access to continued opportunities for learning.

Feedback from partners for individual Best Starts strategies is summarized in Appendix D.

⁷³ [Best Starts for Kid Implementation Plan, pg. 88.](#)

F. Best Starts for Kids Data and Evaluation

Data Dashboard

Best Starts Data and Evaluation Team collaborates with partners to gather useful performance data and analyze that data for learning and reflection. Newly available 2023 performance measure data for all Best Starts strategies and programs is presented in detail on the [Best Starts for Kids Data Dashboard](#). The Data Dashboard answers key questions on each tab including who Best Starts served, the results of the work, qualitative learnings, Best Starts' reach geographically, how Best Starts changes systems, and Best Starts investment areas. Additionally, the Resources and notes tab navigates users to in-depth evaluation reports, background references, and Best Starts population indicators. Best Starts population indicators are presented through interactive visualizations and reflect the most current data about community strengths and needs, including new results from the 2023 Best Starts for Kids Health Survey.⁷⁴ Indicators are presented along with the Communities Count Health Equity Timeline to document local historical and structural context that contributes to the conditions measured.⁷⁵ Best Starts strategies focus on contributing to long-term, county-wide positive changes, understanding that systemic factors within and beyond King County influence population data.

In-Depth Evaluation and Continuous Improvement

To complement Best Starts performance measurement and data capacity building across programs, Best Starts funds in-depth evaluation for select strategies and investment areas to answer specific learning questions. Best Starts maintains a full library of evaluation and technical reports on the King County website.⁷⁶ Below are key findings from in-depth evaluation reports Best Starts completed in 2023.

Child Care Health Consultation (CCHC) Evaluation Final Report—May 2023⁷⁷

A three-year evaluation of CCHC showed consistent demand for health consultation from King County child care providers of all types, with an average of 1,000 consultations per quarter from 2019-2022. The pandemic highlighted consultants' ability to quickly adapt service delivery modes and respond to the shifting needs of child care providers. CCHC services demonstrated positive outcomes for child care providers across modes and settings in which consultation and child care are provided in the following areas of impact:

- Learning new developmentally appropriate ways to interact with children and support their behavior
- Implementing new nutrition practices
- Increasing capacity to support children with special needs
- Improving interpersonal relationships with children and families
- Gaining additional referral resources
- Receiving personal health and wellness support

⁷⁴ [Best Starts for Kids Website](#)

⁷⁵ [Communities Count Health Equity Timeline](#)

⁷⁶ [Evaluation and Technical Reports](#)

⁷⁷ [Child Care Health Consultation \(CCHC\) Evaluation Final Report](#)

Understanding the Reach of School-to-Work – August 2023⁷⁸

The School-to-Work strategy connects students with developmental disabilities to employment services while they are in high school transition programs, investing in supports that reduce barriers to employment and promote success. This report details the reach of School-to-Work throughout King County, finding enrollment rate disparities by school district, support needs, and race and ethnicity. As a direct result of this report, School-to-Work staff are now providing additional outreach and support for communities that enroll at lower rates to ensure a more equitable reach of the program.

Strategic Vision for the Child Care Health Consultation System in King County – December 2023⁷⁹

Upon completion of the final CCHC evaluation report, Best Starts funded a strategic visioning process led by an external evaluator and advisory group. The findings of this work directly shape the continuous improvement of the strategy over the remainder of the levy by sharpening the focus on the following four system components:

1. Build relationships between all child care health consultants and child care providers
2. Create strong connections and relationships among child care health consultants
3. Strengthen the child care health consultant workforce
4. Build supportive, co-designed systems for monitoring and evaluation

Culturally Responsive Measurement Tool – Protective Factors (CRMT-PF) – December 2023⁸⁰

The Culturally Responsive Measurement Tool – Protective Factors (CRMT-PF) is a multilingual survey with 22 questions measuring five protective factors: family resilience, knowledge of parenting and child development, social supports, concrete support, and caregiver/practitioner relationships. In 2023, King County partnered with The Capacity Collective, community-based early learning service providers, and families to conduct a rigorous community validation process and implementation evaluation. The survey tool was adapted based on community feedback and the CRMT-PF is now available in Spanish, Simplified Chinese, and English. The tool, a final report, translated executive summaries, and other associated resources are free for the public to use.⁸¹

G. Children and Youth Advisory Board Consultation and the Communities of Opportunity Governance Group Review

Members of the King County Children and Youth Advisory Board and the Communities of Opportunity Governance Group reviewed a draft of the 2024 annual report in May 2024, in recognition of these bodies' advisory roles for Best Starts as described in KCC 2A.300.510 and KCC 2A.300.521.⁸²

Conclusion and Next Actions

In 2023, Best Starts invested in 187 new programs operated by 136 organizations, expanding reach and creating positive impacts to provide King County's children with the best start in life. Best Starts built on

⁷⁸ [Understanding the Reach of School-to-Work](#)

⁷⁹ [Strategic Vision for the Child Care Health Consultation System in King County](#)

⁸⁰ [Culturally Responsive Measurement Tool – Protective Factors \(CRMT-PF\)](#)

⁸¹ [Culturally Responsive Measurement Tool](#)

⁸² [KCC 2A.300.510 and KCC 2A.300.521](#)

accomplishments across eight investment areas. The five key themes in this report summarize the holistic nature of the Best Starts strategies:

- Meeting Families' Needs
- Prioritizing Well-being and Mental Health
- Cultivating Opportunities for Children and Young People
- Strengthening the Workforce
- Building Community Power and Capacity

Best Starts' approach provides opportunities for healthy development that proactively focus on prevention and early intervention, coupled with promotion and systems and policy change across ages and lifespans. For example, mental health is strengthened by improving a baby's essential first relationships and through continued support all the way through young adulthood. Also, the non-profit and child care workforce can be bolstered through individual training and professional development as well as systemwide changes in pay scale and benefits. With the interconnected nature of community, children, and families, Best Starts seeks to create change through immediate individual impact as well as sustainable systemic impact.

In 2024, Best Starts plans to continue re-procurement processes for several strategies that will refresh its work with current partners and create opportunities for new partners to be funded. Best Starts will also begin to evaluate the impacts of several of its innovative approaches to address community needs. Among these, Best Starts is currently conducting in depth evaluations of Technical Assistance and Capacity Building and the Child Care Wage Boost Pilot. Best Starts plans to release results of these evaluations and use them to shape strategies and priorities in the future.

Through partnerships in every part of the region, Best Starts catalyzes strong starts with comprehensive prenatal well-being through early childhood supports, sustains these gains as young people progress to adulthood, and strengthens communities' voices and power to influence decisions that affect them. In 2024, Best Starts will continue to lead with racial equity and community wisdom, staying true to the pillars of promotion, prevention, early intervention, and systems and policy change. To ensure that services and programming progress, and new areas of investments begin to take shape, Best Starts continues to strive to offer positive, uplifting opportunities for all so that King County's children have access to a path to lifelong health and well-being and the region's communities can thrive.

Appendix A Reporting Elements Table and Best Starts for Kids Online Reporting Guide

Figure 11. Reporting Elements Table and Best Starts for Kids Online Reporting Guide

Reporting Element Language	Source	See Section(s) of This Report	See Also Best Starts Online Dashboard Tab(s)
The annual report on levy expenditures, services, and outcomes shall include:	Ordinance 19267 Ordinance 19354 Best Starts for Kids Implementation Plan 2022-2027, p. 85	<ul style="list-style-type: none"> Report Requirements Subsection B: Best Starts for Kids Implementation and Outcomes in 2023 Report Requirements Subsection C: Best Starts for Kids Fiscal Information 	<ul style="list-style-type: none"> Who do we serve? What are our results? What are we learning? Where do we reach? What do we invest in?
Total expenditures of levy proceeds by program area by ZIP Code in King County	Ordinance 19267 Ordinance 19354	<ul style="list-style-type: none"> Report Requirements Subsection B: Best Starts for Kids Implementation and Outcomes in 2023 Report Requirements Subsection C: Best Starts for Kids Fiscal Information 	<ul style="list-style-type: none"> Where do we reach?
The number of individuals receiving levy-funded services by program area by ZIP Code in King County of where the individuals reside at the time of service	Ordinance 19267 Ordinance 19354	<ul style="list-style-type: none"> Report Requirements Subsection B: Best Starts for Kids Implementation and Outcomes in 2023 Report Requirements Subsection C: Best Starts for Kids Fiscal Information 	<ul style="list-style-type: none"> Where do we reach?

Reporting Element Language	Source	See Section(s) of This Report	See Also Best Starts Online Dashboard Tab(s)
<p>King County shall require collection of this ZIP Code information from all service contractors who receive moneys from the Best Starts for Kids levy for contracts executed after December 31, 2021. King County shall work with contractors providing services to individuals and families to develop the capacity to collect and report the information to the county. The annual report shall include this ZIP Code information in addition to any other ways the report may visually provide the information.</p>	<p>Ordinance 19354</p>	<ul style="list-style-type: none"> • Report Requirements Subsection B: Best Starts for Kids Implementation and Outcomes in 2023 • Report Requirements Subsection C: Financial Information 	<ul style="list-style-type: none"> • Where do we reach?
<p>These Best Starts Annual Reports will provide data for Investing Early, Sustain the Gain, COO, YFHPI, child care, and technical assistance strategies, and the capital grants program.</p>	<p>Best Starts for Kids Implementation Plan 2022-2027, p. 85</p>	<ul style="list-style-type: none"> • Report Requirements Subsection B: Best Starts for Kids Implementation and Outcomes in 2023 • Report Requirements Subsection C: Financial Information 	<ul style="list-style-type: none"> • Who do we serve? • What are our results? • What are we learning? • Where do we reach? • What do we invest in?

Reporting Element Language	Source	See Section(s) of This Report	See Also Best Starts Online Dashboard Tab(s)
<p>Best Starts will also develop and pilot a methodology beginning in 2022 for reporting program expenditures by ZIP Code based on available data or modeling. This methodology will need to account for expenditures for programs that are provided virtually, programs that do not operate from a single service location like home-based services, and systems-change work that has impacts in communities larger than a single ZIP Code.</p>	<p>Best Starts for Kids Implementation Plan 2022-2027, p. 87</p>	<ul style="list-style-type: none"> • Report Requirements Subsection B: Best Starts for Kids Implementation and Outcomes in 2023 • Report Requirements Subsection C: Best Starts for Kids Fiscal Information 	<ul style="list-style-type: none"> • Where do we reach? Resources and notes
<p>ZIP Code data will be reported using maps or other visualizations to aid interpretation of the data.</p>	<p>Best Starts for Kids Implementation Plan 2022-2027, p. 86</p>	<ul style="list-style-type: none"> • Report Requirements Subsection B: Best Starts for Kids Implementation and Outcomes in 2023 • Report Requirements Subsection C: Best Starts for Kids Fiscal Information 	<ul style="list-style-type: none"> • Where do we reach?
<p>Detailed performance measures are anticipated to be available online through interactive dashboards that provide transparency by making timely data available and easier to explore.</p>	<p>Best Starts for Kids Implementation Plan 2022-2027, p. 85</p>	<p>N/A</p>	<ul style="list-style-type: none"> • What are our results?

Reporting Element Language	Source	See Section(s) of This Report	See Also Best Starts Online Dashboard Tab(s)
Annual reporting for the levy will also describe any changes made to strategy-level investments during the reporting period in order to best utilize levy resources, as well as indicate whether strategy-level investments are expected to change for the subsequent reporting period or remain the same.	Best Starts for Kids Implementation Plan 2022-2027, p. 86	<ul style="list-style-type: none"> Report Requirements Subsection B: Best Starts for Kids Implementation and Outcomes in 2023 	N/A
Best Starts' performance measurement analyses will also solicit feedback from grantees and levy-funded service providers regarding recommendations for achieving improvements in services delivery and strategy-level outcomes. Feedback received will be included in the annual reporting for the levy, beginning with the annual report for calendar year 2022.	Best Starts for Kids Implementation Plan 2022-2027, p. 86	<ul style="list-style-type: none"> Report Requirements Subsection B: Best Starts for Kids Implementation and Outcomes in 2023 	N/A
Annual reporting for the levy will include the evaluation findings, including when appropriate an assessment of the program's effectiveness in achieving stated goals and intended outcomes.	Best Starts for Kids Implementation Plan 2022-2027, p. 87	<ul style="list-style-type: none"> Report Requirements Subsection B: Best Starts for Kids Implementation and Outcomes in 2023 	N/A
This section shall prevail in the event of a conflict between the language in this section and language contained in Attachment A to this ordinance.	Ordinance 19354	N/A	N/A

Reporting Element Language	Source	See Section(s) of This Report	See Also Best Starts Online Dashboard Tab(s)
The [Children and Youth Advisory] board shall... Consult on and review annual reports to the council and community that demonstrate transparency regarding the expenditure of levy proceeds and the effectiveness of the Best Starts for Kids children and youth strategies in meeting the goals and outcomes established in Ordinance 19267.	K.C.C. 2A.300.510.E.4	<ul style="list-style-type: none"> Report Requirement Subsection G: Children and Youth Advisory Board Consultation and the Communities of Opportunity Governance Group 	N/A
The Children and Youth Advisory Board and the COO Governance Group will consult on, and review, the respective portion of annual reports on Best Starts programming for which they have been charged with oversight.	Best Starts for Kids Implementation Plan 2022-2027, p. 86	<ul style="list-style-type: none"> Report Requirement Subsection G: Children and Youth Advisory Board Consultation and the Communities of Opportunity Governance Group 	N/A
By late 2020, DCHS anticipates being able to make available maps and/or data summaries showing the distribution of BSK, MIDD, and VSHSL human services by service participant zip code, with high-level summaries included in the initiatives' annual reports.	Human Services Geographic Equity Plan December 2019, p. 57	<ul style="list-style-type: none"> Report Requirements Subsection B: Best Starts for Kids Implementation and Outcomes in 2023 Report Requirements Subsection C: Best Starts for Kids Fiscal Information 	<ul style="list-style-type: none"> Where do we reach?

Appendix B: Best Starts for Kids Strategies Funded in 2023

Figure 12. Best Starts for Kids Strategies Funded in 2023

Investment Area	Strategy Name
Child Care	Child Care Subsidy Program Child Care Wage Boost Pilot ⁸³
Investing Early	Child Care Health Consultation (CCHC) Community-Based Parenting Supports (CBPS) Early Support for Infants and Toddlers (ESIT) Environmental Supports: Lead and Toxics Help Me Grow Home-Based Services Innovation Supports Parent and Child Health Services ⁸⁴ Systems Building for Infant and Early Childhood Mental Health Universal Developmental Screening Workforce Development
Sustain the Gain	Child and Adolescent Immunizations Expanded Learning Healthy and Safe Environments Liberation and Healing Positive Family Connections SB:SBIRT School-Based Screening and Brief Intervention and for Referral to Treatment/Services School-Based Health Centers Stopping the School-to-Prison Pipeline (SSPP)

⁸³ Formerly known as Child Care Workforce Demonstration Project

⁸⁴ Formerly known as Maternal and Child Health Services

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Investment Area	Strategy Name
	Transitions to Adulthood Youth Development
Youth and Family Homelessness Prevention Initiative (YFHPI)	Youth and Family Homelessness Prevention
Communities of Opportunity (COO)	Learning Community Place-based and Cultural Communities Systems and Policy Change
Capital Projects	Capital Projects
Technical Assistance and Capacity Building	Technical Assistance and Capacity Building
Data and Evaluation	Data and Evaluation

Appendix C: Partner Feedback by Strategy

Best Starts recognizes that investing in community organizations goes beyond the initial award, and requires ongoing partnership, shared and continuous learning, mutual accountability, and supporting the organization with capacity building to ensure organizational stability and sustainability. Best Starts values receiving feedback from partners to continue centering community needs in realizing *their* vision for *their* communities, in order to build a thriving King County. Figure 13 outlines examples of feedback received in 2023 and Best Starts’ actions to respond by strategy. Best Starts Program Managers collect feedback continuously throughout the year and shared themes focusing on where partners needed support and how Best Starts is already addressing and plans to continue building on that feedback to meet partner and community needs. These findings inform how Best Starts is working towards investing and will continue to invest in partners in 2023 and beyond. For a comprehensive look at the data, please see the [Best Starts for Kids Data Dashboard](#).

Note: Some Best Starts strategies fund programs directly executed by internal King County staff. They do not have external partners and are not represented on this table.

Figure 13. Partner Feedback by Strategy

Strategy	Partner Feedback Received in 2023	Best Starts’ Response to Partner Feedback
Investment Area: Child Care		
Child Care Subsidy	Subsidy partners offered suggestions for enhancements in clients’ application experience and improvement in procedures and strategies to improve language access and non-internet based options for families to access program application technical support.	Best Starts is integrating this feedback into the implementation of the Subsidy program in partnership with its new program administrator, BrightSpark Early Learning Services. The focus for program improvements for 2024 include, language access enhancements, provider payment efficiency, program data management, client customer service and communication, and relationship building with the child care provider community.
Child Care Wage Boost Pilot	Partners requested a flat wage boost for the life of the project.	Best Starts is integrating this feedback into planning for the Wage Boost Pilot that will launch

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Strategy	Partner Feedback Received in 2023	Best Starts' Response to Partner Feedback
		summer 2024, attempting to reach the desired wage increase if the budget allows.
Investment Area: Investing Early		
Child Care Health Consultation	Partners suggested having a reflective learning space in a case-based learning format.	Best Starts is partnering with the Northwest Center for Public Health Practice's IMPACT team to facilitate monthly Reflective Case Consultation sessions for CCHC service delivery partners, where consultants learn from real cases that others have consulted on and share tools and ideas with one another.
Community-Based Parenting Supports	Partners expressed feeling blindsided by the site visits and audit requirements.	Best Starts launched a new Best Starts Orientation that collaborated and included the Compliance, Finance, and Evaluation Teams.
Early Support for Infants and Toddlers	Partners requested recording meetings to support language access. Recording allows people to review information more than once, which can help with processing the information.	Best Starts is exploring recording community meetings and posting them online; considering the right balance between recording and free and open discussion.
Environmental Supports: Lead and Toxics	Partners expressed a need to increase budgets and scopes of work in 2024 to allow each organization to pursue projects specific to their community's needs.	Best Starts is having each organization add focused projects of their choosing for their 2024 scope of work and increased their budgets through underspend in other areas to incorporate this new work.
Help Me Grow	Partners expressed a need for in-person resource sharing and learning from one another.	Best Starts is co-hosting rotating, in-person meetings with partners at funded community-based organizations. The intention is to build community for shared learning and ongoing collaboration.

Strategy	Partner Feedback Received in 2023	Best Starts' Response to Partner Feedback
Home-Based Services	Partners expressed a need to address high costs of living, especially to increase staff compensation.	Best Starts works to ensure partner award levels include annual cost of living increases throughout the duration of each contract. Partners will receive additional funds, if available, to address this gap.
Innovation Supports	Partners expressed a desire for more opportunities to connect with each other and engage with other organizations throughout the design and development phase.	Best Starts is leading two virtual shared learning partner convenings and planning and hosting an in-person Prenatal-to-5 Innovation Supports Partner Gathering, inviting the larger Best Starts for Kids' Prenatal-to-5 community, along with piloting an in-person workshop series, increasing sharing across partners.
Systems Building for Infant and Early Childhood Mental Health	Partners expressed a need to offer training opportunities on weekends.	Best Starts is scheduling several options on Saturdays to meet the need of child care providers.
Universal Developmental Screening	Partners expressed a need for guidance and support to pilot the Parent Champions work.	Best Starts is partnering with Innovation Support Team capacity builders, trained in program development tools, to guide partners through thoughtful visioning and program planning activities like story boarding, practice profile, and theory of change.
Workforce Development	Partners expressed a desire to improve community outreach, recommending engaging the community in-person.	Best Starts is attending and setting up tables at several local conferences pertaining to the Prenatal to Five Workforce to make in-person connections and share Workforce Development flyers, along with planning and scheduling more in-person meetings and collaborative activities with community-based organization partners.
Investment Area: Sustain the Gain		

Strategy	Partner Feedback Received in 2023	Best Starts' Response to Partner Feedback
Child and Adolescent Immunizations	Partners requested to shift the model to shorten overall cohort length to improve accessibility for clinics and expand access to overburdened and under resourced healthcare partners and reach a greater number of clinics across King County.	Best Starts is adjusting curriculum length to accommodate two improvement partnership cohorts, expanding reach to more of the highest need clinics in King County.
Expanded Learning	Partners shared a need for additional time with each other focused on collaborative planning and reflection.	Best Starts is hiring a Partnership Manager who assists Place-based Collaborative partners in strengthening practices and growing capacity in partnership building through technical assistance.
Healthy and Safe Environments	Partners shared that the contracting process was cumbersome, given the quick turnaround for work plans and performance measurement plans soon after contract execution and project implementation.	Best Starts is providing comprehensive support and guidance for work plan and performance measurement plan development in one-on-one meetings for the first and second drafts of these documents.
Liberation and Healing	Partners shared a need for clarity in relationships between the funded Subject Matter Experts (SMEs) and Organization Leads (OLs) in relation to accessing scholars for program purposes.	Best Starts is meeting monthly as an executive team that includes the OLs and SMEs to create space to deepen relationships and bring clarity to the collective work.
Positive Family Connections	Partners expressed a desire to have a strategy retreat where they can gather and learn topics that would support staff professional development with family engagement.	Best Starts is planning for a strategy retreat for Positive Family Connections partners in 2024.

Strategy	Partner Feedback Received in 2023	Best Starts' Response to Partner Feedback
School-Based Screening and Brief Intervention and for Referral to Treatment/Services	Partners requested better documentation about meeting notes and decision making within the district workgroups and learning collaboratives.	Best Starts is sending out agendas for meetings ahead of time and taking more detailed meeting notes that are then shared out with the partners.
School-Based Health Centers	Partners expressed interest in understanding evaluation of collective impact and how data collection efforts come together to support the collective work.	Best Starts planned December 2023's meeting to focus on collective impact and evaluation practices.
Stopping the School-to-Prison Pipeline	Partners expressed a need for access to more funding, along with continued support through transitions in the funding process, including the step of offboarding as a Best Starts partner and working to secure private funds as organizations prepare for the unforeseen future.	Best Starts is initiating monthly one-on-one check-ins with each provider to have a private space where they would be able to share more openly than the monthly Provider meeting spaces that were more public.
Transitions to Adulthood	Partners expressed feeling worried that they cannot continue the levels of service that they have in the past without an increase in budget.	Best Starts is examining how to best support organizations in the budget making process to plan for inflation and wage increases over the life of the contract.
Transitions to Adulthood: School to Work	Partners shared that online orientations and "meet & greets" were helpful in educating students and families about the program, navigating system services, and connecting to School-to-Work Services.	Best Starts is adding more events for 2023-2024. Best Starts will plan more language specific orientations and provide language support for King County's community Employment First outreach efforts to engage younger students.
Youth Development	Partners requested an interactive map of their programs and services	Best Starts' Youth Development team is discussing with the Evaluation Team and are working on developing interactive maps of partners' programs and services.

Strategy	Partner Feedback Received in 2023	Best Starts' Response to Partner Feedback
Investment Area: Youth and Family Homelessness Prevention Initiative		
Youth and Family Homelessness Prevention Initiative	Partners expressed that having case managers serve as the primary referral source for rental assistance, screen households, and gather documentation was labor and time intensive.	Best Starts is moving all pre-screening and assessments to the rental assistance agencies in August of 2023, asking case managers only to send an email asking for support.
Investment Area: Communities of Opportunity		
Communities of Opportunity	Partners expressed interest in connecting across sectors, projects, community partners, and system changers.	Best Starts has created Communities of Practice across the COO strategies for partners to network, strategize, learn, and develop skills for building stronger partnerships through self-guided and facilitated activities.
Learning Community	Partners expressed their interest in more opportunities to convene together across sectors, projects, and communities, and to connect to funders and systems change makers.	In addition to the two All-Partner Convenings in 2023, the Learning Community also supported additional convenings of community partners around shared strategies, collaborations and plans that aligned groups, activities and opportunities.
Place-Based and Cultural Community Partnerships	Partners expressed that building a coalition takes more planning time than individual organization work. Some, especially newer ones, suggest dedicating the first 6+ months of the contract to planning. This allows more time to build relationships and infrastructure for successful implementation of strategies.	Best Start Program Managers were flexible and accommodating to partner needs. They adjusted work plans and provided ample time for coordination. Program Managers strengthened partnerships by meeting in person and working with Learning Community strategy to address needs.
Systems and Policy Change	Partners shared that systems change work takes years, and it is unreasonable to expect immediate change and community level impacts over the course of a two-year grant cycle.	For the 2023-2024 cycle Best Starts Program Managers were open to re-funding previously funded partners to continue their previously supported work. Best Starts Program Managers also continued the commitment to share

Strategy	Partner Feedback Received in 2023	Best Starts' Response to Partner Feedback
		partners' success stories and encouraged COO's Governance Group to explore potential new partners.
Investment Area: Capital Projects		
Capital Projects	Partners suggested that Best Starts' Capital Projects put extra focus on outreach for this new funding source to ensure receiving applications from all regions and that Best Starts provides even stronger geographic dispersion of funding.	Best Starts is proactively doing in-person outreach, hosting in-person open houses in every region of the County ahead of the second RFP release of 2023.
Investment Area: Technical Assistance and Capacity Building		
Technical Assistance and Capacity Building	Best Starts partners expressed a need for more training and support, particularly regarding budget development and financial management.	Best Starts offered trainings to funded partners designed to increase understanding of nonprofit fiscal best practices, organizational legal issues, contract language, school/nonprofit partnerships, data management skills, and program budget development.

Appendix D: Community Partner List

Best Starts is grateful to our community partners for the compassion, wisdom, and expertise they share with King County communities. Best Starts encourages collaboration and partnership between organizations. While this list reflects the primary agencies that held contracts with Best Starts in 2023, many additional partners carry out the work in collaboration with these organizations.

A 4 Apple Learning Center	Attemla Consulting, LLC
A Sacred Passing	AtWork! Washington
A Supportive Community for All (SCFA)	Auburn School District
- Empower Youth Network	Babies of Homelessness
- Encompass Northwest	BDS Planning & Urban Design
Abubakr Islamic Center of WA	Bike Works
Adaptive and Inclusive Movement Initiative	Birth to Three Developmental Center
Afghan Health Initiative	Black Star Line African Centered Family Educational Collective
African American Leadership Forum	BLKBRY, LLC
African Community Housing & Development	Boyer Children's Clinic
Africatown Community Land Trust	Boys & Girls Clubs of Bellevue
After-School All-Stars	Boys & Girls Clubs of King County
alterNative Consulting	BRAVE
Amara	Bridges - Seattle Alternative Peer Group
AMT Up 3D	Bridging Cultural Gaps (BCG)
ANEW - Apprenticeship & Nontraditional Employment for Women	BrightSpark Early Learning Services/Child Care Resources
API Chaya	Build 2 Lead
Arts Corps	Bulle Consulting
ArtsEd Washington	Byrd Barr Place
Asian Counseling and Referral Service	Cardea Services
Atlantic Street Center	

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Casa Latina
Cascade Middle School
Cascadia Consulting Group
Catholic Community Services
Celebrating Roots
Center for Human Services
Center for Indigenous Midwifery
Cham Refugees Community
Chief Seattle Club
 - Seattle Indian Health Board
 - United Indians of All Tribes Foundation
Childhaven
Children's Therapy Center
ChildStrive
Chinatown-International District Worker and Organizing
Center
 - Massage Parlor Outreach Project (MPOP)
 - Chinatown International District Coalition
 - Puget Sound Sage
Chinese Information and Service Center
CHOOSE 180
City of Shoreline
City of Tukwila
Cloudbreak Collective
Collective Justice Project
Communities In Schools of Greater King County
Communities of Rooted Brilliance (CRB)
Communities Rise

Community for Youth (CfY)
Community Network Council
Community Roots Housing
Comunidad Latina de Vashon
 - Latino Community Fund of Washington
Congolese Integration Network
Construyendo Juntos Consulting
Contacto Consulting
Creative Justice
Crescent Collaborative
 - Africatown Community Land Trust
 - Byrd Barr Place
 - Community Roots Housing
 - First Hill Improvement Association
 - Friends of Little Saigon
 - Seattle Chinatown International District
 Preservation and Development Authority
 (SCIDpda)
Crux Consulting Consortium
Cultivate South Park
DANCE This Productions
Dare2Be Project
Denise Louie Education Center
Diaspora Family Healing Network
Dicentra Consulting
Dick Scobee Elementary
Disability Rights Washington
Dispute Resolution Center of King County

Divine Alternatives for Dads Services (DADS)
East African Community Services
Eastside for All
Educate to Liberate Consulting
Education for All Youth Program
El Centro de la Raza
Empower Next Generations
Empower Youth Network
Empowering Youth and Families Outreach
Encompass Northwest
ENSO Employment Services
Enumclaw School District
Equity in Education Coalition
Eritrean Association in Greater Seattle
Fair Work Center
Faith Finance Center
Families of Color Seattle (FOCS)
FamilyWorks
Federal Way Public Schools
FEEST
Food Empowerment Education & Sustainability (FEEST)
Filipino Community of Seattle
First Five Years & Beyond
First Hill Improvement Association
ForFortyTwo
 - Glover Empower Mentoring
Freedom Project

Friends of Little Saigon
Friends of Youth
FW Black Collective
Geeking Out Kids of Color
Generosity on the Go
Global Perinatal Services
Global to Local
Glover Empower Mentoring
Got Green
Gwen's Guidance
Hayaan, LLC
Headwater People Consulting
HealthPoint
Hearing Speech & Deaf Center
Heart & Hustle Academy
Highline College
Highline Public Schools
Hip Hop Is Green
HopeCentral
Horn of Africa Services
 - Oromia Center in Washington
 - Somali Community Services of Seattle
Housing Development Consortium
Hummingbird Indigenous Family Services
Illuminate Evaluation Services
Immigrant Women's Community Center
Inclusive Data LLC

Indian American Community Services (IACS)
- Muslim Community Network Association
- Eastside for All
- Housing Development Consortium
Institute for Community Leadership
InterCultural Children & Family Services
International Community Health Services (ICHS)
Iraqi Community Center of Washington
JSOL STUDIOS LLC
Kandelia
KBTC Public Television at Bates Tech
Kennedy Catholic High School
Kent Community Development Collaborative
- Community Network Council
- Communities In Schools of Kent
- Communities of Rooted Brilliance (CRB)
- Mother Africa
Kent School District
Kent Youth and Family Services
Khalsa Gurmat Center
Kids & Paper
Kids Co.
KidsQuest Children's Museum
KidVantage
Kiks for Cool Kids
Kindering
King County Equity Now
King County Medical Society

King County Play Equity Coalition - Seattle Parks Foundation
King County Sexual Assault Resource Center
Korean Community Service Center
Kreative Collective, LLC
Lambert House
Laney Brackett
Latino Community Fund of Washington
Launch Learning/Community Day School Association
Legacy P.O.W.E.R. Council
- Build2Lead
- Federal Way Public Schools
- King County Public Health Department
- Leadership Tomorrow
- Livia Behavioral Health Services
- Momentum Belonging Group
- Morehouse School and Medicine
- UW Medicine Physicians Clinic
- Virginia Mason Franciscan Health
Listen and Talk
Living Well Kent
Look2Justice
Manos Unidas International
Mary's Place
Mercer Island School District
Mother Africa
Multimedia Resources and Training Institute (MMRTI)
Muslim American Youth Foundation

Muslim Community Network Association
Muslimahs Against Abuse Center
Navos
Neighborcare Health
Neighborhood House
New Americans Alliance for Policy and Research
- Horn of Africa Services
- Iraqi Community Center of Washington
- Partners in Employment
- Somali Community Services of Seattle
New Economy Project
New Horizons
NISO Programs
No Limits Therapeutics Services
Northshore School District
Northshore Youth and Family Services
Northwest Center
Northwest Education Access
Northwest Film Forum
Northwest School for Deaf and Hard-of-Hearing
Children
Not This Time!
Open Arms Perinatal Services
Open Doors for Multicultural Families
Oromia Community Center in Washington
Pacific Islander Health Board of Washington
Para Los Niños

Partner in Employment (PIE)
Partners For Educational Reform and Student Success
(PERSS)
People of Color Against AIDS Network (POCAAN)
Perinatal Support Washington
Pollock+Partners
Potlatch Fund
Praisealujah Discipleship
Praxis Institute for Early Childhood Education
Primm ABC Child Care Center
Pro Se Potential
Provail
Puget Sound Educational Service District
Puget Sound Personnel
Puget Sound Sage
Queer Power Alliance
Rainier Athletes
Rainier Beach Action Coalition (RBAC)
Rainier Valley Midwives
Reclaiming Our Greatness
Refugee Immigrant Community Health (R.I.C.H.)
Program
- Cham Refugees Community
- Omar Bin Al-Khattab Islamic Center
- Somali Cultural Center
Refugee Women's Alliance (ReWA)
reimagine collective
Renton School District (RSD)

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Resilient in Sustaining Empowerment (RISE)
Restore Assemble Produce (RAP)
RHL Consulting
Riverton Park United Methodist Church
Rooted in Vibrant Communities (RVC) Seattle
Rooted in Vibrant Communities/First Five Years & Beyond (?)
Ryther
SAILS Washington, Inc.
Sama Praxis
SanArte Healing & Cultura Clinic
Sarah Derstadt
Scholar Fund
School's Out Washington
Sea Mar Community Health Center
Sea Potential
SeaTac Airport Community Coalition (STACC) 4 Justice
- Beacon Hill Council
- 350 Aviation
- El Centro De La Raza
- King County Int'l Airport Community Coalition
- Quiet Skies Puget Sound
Seattle CARES Mentoring Movement
Seattle Children's Hospital
Seattle Chinatown International District Preservation and Development Authority (SCIDpda)
Seattle Foundation
Seattle Housing Authority

Seattle Indian Health Board
Seattle Neighborhood Group
Seattle Parks and Recreation
Seattle Public Schools
SG Education Consulting
SKCAC Industries & Employment Services
Skykomish School District
Skyway Coalition
Snoqualmie Valley Human Services Coalition
- A Supportive Community for All
- Acres of Diamonds
- Empower Youth Network
- Encompass NW
- Holy Innocents Food Pantry
- Helping Hands
- Hopelink
- Huntington Learning Center
- Mt. Si Senior Center
- Mamma's Hands
- Reclaim
- Snoqualmie Valley Food Bank
- Sno-Valley Senior Center
- Tolt Congregational UCC Community Connections Program
- Snoqualmie Valley YMCA
- SVA Church
Snoqualmie Valley School District
Society of St. Vincent de Paul
Solid Ground

Somali Childcare Providers Association/Somali Women and Child Care Association
Somali Community Services of Seattle (SCSS)
Somali Health Board
South End Stories
South King County LGBTQIA+ Collaborative

- Queer Power Alliance (formerly known as LGBTQ Allyship)
- Entre Hermanos
- POCAAN

South Seattle Women's Health Foundation
Southeast Youth & Family Services
Southwest Youth & Family Services
Speak With Purpose
St. Stephen Housing Association
Start Early Washington
Statewide Poverty Action Network
STEM Paths Innovation Network
Stemtac Foundation
Student & Family Support Program
Student Connection
Sunrise Services, Inc.
Supported Solution, LLC
Surge Reproductive Justice

- Families of Color Seattle (FOCS)

Sustainable Seattle
Tahoma School District
Team Read

Technology Access Foundation (TAF)
Tenants Union of Washington State
Teniel Sabin Education & Consulting
The 4C Coalition
The Arc of King County
The Breakfast Group
The Bureau of Fearless Ideas
The Burien Collaborative

- Lake Burien Presbyterian Church
- Alimentando al Pueblo
- BLK Berry
- Southwest Youth and Family Services
- YES! Foundation

The Capacity Collective
The Children's Center at Burke Gilman Gardens
The Church Council of Greater Seattle
The Community Cafe Collaborative
The Garage, A Teen Cafe
The Good Foot Arts Collective
The Mockingbird Society
The People's Institute for Survival and Beyond
The Profitable Nonprofit
The Silent Task Force
The South End Ultimate Program
The Urban Food Systems Program
The Urban Institute
The Vera Project

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Therapeutic Health Services
Tilth Alliance
Together We Heal
 - Collective Justice
 - Freedom Project
Tollo Social Purpose Corporation
Total Accounting Tax & Payroll LLC
Trafton International Consulting Group, LLC
TransFamilies
Treehouse
Trillium Employment Services
Tubman Center for Health & Freedom
Tukwila School District
Ubumwe Women Association
Umoja P.E.A.C.E. Center
United Communities of Laos
United Indians of All Tribes Foundation
United Way of King County
University of Washington
University of Washington - Haring Center
University of Washington - SMART Center
Unleash the Brilliance
Urban ArtWorks
Urban Impact Community Health Center
Urban League of Metropolitan Seattle
Urban Native Education Alliance (UNEA)

UTOPIA (United Territories of Pacific Islanders Alliance)
Washington
Vadis
Valley Cities Counseling
Vashon Island School District
Vashon Youth & Family Services
Vietnamese Family Autism Advisory Board
Villa Comunitaria
Voices of Tomorrow
Wa Na Wari
 - Africatown Community Land Trust
 - King County Equity Now
WAPI Community Services
Wasat
Washington Chapter of the American Academy of
Pediatrics
Washington Immigrant Solidarity Network
Washington Poison Center
Washington West African Center
We are Victorious Youth
WestEd
WestSide Baby
Wheellab
White Center Community Development Association
(WCCDA)
 - Community Roots Housing
 - FEEST
 - Healthpoint

- Southwest Youth and Family Services
- YES Foundation

White Center Food Bank

Wonderland Child & Family Services

Workathon LLC

Worth a Shot

YES! Foundation

YMCA of Greater Seattle

Young Women Empowered

Your Pretty Perfect LLC

Youth Development Executives of King County (YDEKC)

YouthCare

YWCA Seattle | King | Snohomish

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Appendix E: Best Starts for Kids ZIP Code Reporting Data Book

Best Starts' ZIP Code data on participants and expenditures is available in table format in Figures 14, 15, and 16.

Fiscal data in Figures 15 and 16 do not fully capture how Best Starts for Kids investments benefit residents within each ZIP Code because not all strategies and programs enroll individual participants (such as Evaluation, Capital Projects, and Technical Assistance and Capacity Building), some participants choose not to provide their ZIP Codes, and not all Best Starts investments are attributable or divisible among individual participants or ZIP Codes (such as costs to manage and administer programs, and costs for programs to report performance). In addition, attribution of expenditures based on office location in Figure 6 does not capture mobile or virtual service delivery.

For interactive views of Best Starts' ZIP Code data on people served and expenditures, please visit the "Where do we reach?" tab of the [Best Starts for Kids Data Dashboard](#).

Zip Code Data Table Notes:

- Investment areas that do not enroll individual participants, including Communities of Opportunity, Capital Projects, and Technical Assistance and Capacity Building, do not collect data on participants' ZIP Code of residence.
- Participant data is expressed as "Fewer than 5" when there are fewer than 5 participants in a ZIP Code to protect privacy. In ZIP Codes where this suppression applies for one investment area, total numbers of participants across all investment areas are expressed as a narrow range so that the suppressed number cannot be recalculated from the other available data, also to protect privacy.
- Participant counts will not sum to the overall number of people reached by Best Starts because of missing and unknown data. Not all participants choose to provide their ZIP Codes.
- Rounding of expenditures data to the nearest \$1,000 accounts for variations in program models, locations, and services provided over time within each strategy.
- Expenditures by where service participants live, shown in Figure 15, will not sum to the overall Best Starts expenditures because not all strategies enroll individual participants and not all expenditures are on services (such as Evaluation, Capital Projects, and Technical Assistance and Capacity Building), and because County costs to manage and administer programs are not readily attributable or divisible among individual participants or ZIP Codes.
- Expenditures by where office-based services are located, shown in Figure 16, will not sum to the overall Best Starts expenditures because not all strategies provide office-based services and not all expenditures are on services (such as Evaluation, Capital Projects, and Technical Assistance and Capacity Building), and because County costs to manage and administer programs are not readily attributable or divisible among individual participants or ZIP Codes.
- Expenditures by investment area may not add to total expenditures in the ZIP Code due to rounding.

Figure 14. 2023 Number of Best Starts Participants by Investment Area by ZIP Code

ZIP Code	Child Care	Investing Early	Sustain the Gain	Youth and Family Homelessness Prevention	Total
98001	38	1,264	377	69	1,748
98002	108	3,504	916	168	4,696
98003	154	3,480	371	218	4,223
98004	Fewer than 5	2,015	301	0	2,316 - 2,320
98005	9	683	94	5	791
98006	15	603	163	11	792
98007	30	1,354	512	13	1,909
98008	11	805	152	Fewer than 5	968 - 972
98009	0	11	15	0	26
98010	8	90	63	0	161
98011	7	534	369	8	918
98012	0	18	97	0	115
98013	0	5	0	0	5
98014	0	172	78	0	250
98019	Fewer than 5	273	97	0	370 - 374
98020	0	0	13	0	13
98021	0	18	249	0	267
98022	12	673	163	16	864
98023	59	1,299	446	91	1,895
98024	0	93	87	0	180
98025	0	5	5	0	10
98026	0	6	13	0	19
98027	8	1,213	134	Fewer than 5	1,355 - 1,359
98028	6	928	384	8	1,326
98029	22	662	112	31	827

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ZIP Code	Child Care	Investing Early	Sustain the Gain	Youth and Family Homelessness Prevention	Total
98030	88	6,134	730	192	7,144
98031	160	2,641	811	128	3,740
98032	104	4,193	654	177	5,128
98033	11	334	56	13	414
98034	12	876	126	18	1,032
98035	0	25	Fewer than 5	0	25 - 29
98036	0	9	13	0	22
98037	0	Fewer than 5	8	0	8 - 12
98038	17	1,533	1,408	28	2,986
98039	0	5	10	0	15
98040	Fewer than 5	252	330	0	582 - 586
98042	39	2,516	490	53	3,098
98043	0	5	11	0	16
98045	Fewer than 5	477	215	0	692 - 696
98047	29	216	118	8	371
98048	0	Fewer than 5	0	0	0 - 4
98050	0	0	Fewer than 5	Fewer than 5	5
98051	Fewer than 5	18	80	0	98 - 102
98052	25	1,121	267	30	1,443
98053	6	163	43	7	219
98055	38	622	257	47	964
98056	18	1,553	193	36	1,800
98057	19	508	557	36	1,120
98058	114	1,885	496	55	2,550
98059	24	1,032	334	10	1,400
98062	0	0	Fewer than 5	0	0 - 4
98063	0	Fewer than 5	5	0	5 - 9

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ZIP Code	Child Care	Investing Early	Sustain the Gain	Youth and Family Homelessness Prevention	Total
98064	0	Fewer than 5	Fewer than 5	0	5
98065	Fewer than 5	560	331	17	908 - 912
98068	0	Fewer than 5	0	0	0 - 4
98070	9	778	519	0	1,306
98071	0	Fewer than 5	Fewer than 5	0	6
98072	Fewer than 5	149	213	Fewer than 5	369
98074	Fewer than 5	150	39	10	199 - 203
98075	5	161	26	0	192
98077	Fewer than 5	56	152	0	208 - 212
98082	0	0	Fewer than 5	0	0 - 4
98083	0	Fewer than 5	0	0	0 - 4
98087	0	7	8	0	15
98092	36	3,043	840	56	3,975
98093	0	5	5	0	10
98101	0	128	125	0	253
98102	Fewer than 5	206	166	6	378 - 382
98103	10	788	428	0	1,226
98104	Fewer than 5	414	297	6	717 - 721
98105	20	313	410	6	749
98106	50	2,272	580	13	2,915
98107	Fewer than 5	163	194	0	357 - 361
98108	21	4,366	576	15	4,978
98109	6	150	87	Fewer than 5	243 - 247
98110	0	0	5	0	5
98111	0	Fewer than 5	16	Fewer than 5	18
98112	Fewer than 5	347	320	7	674 - 678
98113	0	Fewer than 5	12	0	12 - 16

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ZIP Code	Child Care	Investing Early	Sustain the Gain	Youth and Family Homelessness Prevention	Total
98114	0	5	9	0	14
98115	15	549	1,218	6	1,788
98116	6	245	669	Fewer than 5	920 - 924
98117	Fewer than 5	293	524	0	817 - 821
98118	80	9,986	1,814	101	11,981
98119	5	129	85	0	219
98121	Fewer than 5	339	688	Fewer than 5	1,030
98122	24	2,620	739	11	3,394
98125	32	2,276	532	10	2,850
98126	45	4,634	755	29	5,463
98133	35	1,152	587	21	1,795
98134	0	Fewer than 5	21	0	21 - 25
98136	0	59	160	0	219
98138	0	Fewer than 5	Fewer than 5	0	2
98144	60	8,728	747	12	9,547
98145	0	Fewer than 5	0	0	0 - 4
98146	160	3,915	1,221	26	5,322
98148	20	450	393	31	894
98155	28	562	123	Fewer than 5	713 - 717
98158	0	7	Fewer than 5	0	7 - 11
98160	0	0	Fewer than 5	0	0 - 4
98164	0	Fewer than 5	Fewer than 5	0	2
98165	0	0	Fewer than 5	0	0 - 4
98166	36	1,662	545	9	2,252
98168	97	4,995	1,397	106	6,595
98177	Fewer than 5	160	139	Fewer than 5	304
98178	94	2,125	1,172	76	3,467

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ZIP Code	Child Care	Investing Early	Sustain the Gain	Youth and Family Homelessness Prevention	Total
98188	96	2,108	848	133	3,185
98189	0	Fewer than 5	0	0	0 - 4
98195	0	120	Fewer than 5	0	120 - 124
98198	72	3,500	729	126	4,427
98199	Fewer than 5	81	81	0	162 - 166
98201	0	9	Fewer than 5	0	9 - 13
98203	0	7	6	0	13
98204	0	6	5	0	11
98208	0	11	12	0	23
98223	0	Fewer than 5	Fewer than 5	0	3
98224	0	0	Fewer than 5	0	0 - 4
98251	0	Fewer than 5	0	0	0 - 4
98252	0	0	Fewer than 5	0	0 - 4
98258	0	Fewer than 5	Fewer than 5	0	7
98270	0	Fewer than 5	Fewer than 5	0	7
98271	0	0	Fewer than 5	0	0 - 4
98272	0	Fewer than 5	10	0	10 - 14
98275	0	Fewer than 5	9	0	9 - 13
98288	0	9	Fewer than 5	0	9 - 13
98290	0	0	Fewer than 5	0	0 - 4
98294	0	0	Fewer than 5	0	0 - 4
98296	0	0	6	0	6
98310	0	0	Fewer than 5	0	0 - 4
98312	0	Fewer than 5	Fewer than 5	0	3
98321	0	0	5	0	5
98328	0	0	Fewer than 5	0	0 - 4
98329	0	0	Fewer than 5	0	0 - 4

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ZIP Code	Child Care	Investing Early	Sustain the Gain	Youth and Family Homelessness Prevention	Total
98332	0	Fewer than 5	Fewer than 5	0	3
98338	0	Fewer than 5	Fewer than 5	0	2
98346	0	0	Fewer than 5	0	0 - 4
98354	0	11	5	0	16
98366	0	0	5	0	5
98367	0	Fewer than 5	Fewer than 5	0	3
98371	0	Fewer than 5	Fewer than 5	0	6
98372	0	0	Fewer than 5	0	0 - 4
98373	0	Fewer than 5	5	0	5 - 9
98374	0	Fewer than 5	8	0	8 - 12
98375	0	Fewer than 5	8	0	8 - 12
98386	0	0	Fewer than 5	0	0 - 4
98387	0	0	6	0	6
98390	0	Fewer than 5	6	0	6 - 10
98391	0	Fewer than 5	11	0	11 - 15
98396	0	0	Fewer than 5	0	0 - 4
98402	0	Fewer than 5	0	0	0 - 4
98403	0	0	Fewer than 5	0	0 - 4
98404	0	Fewer than 5	10	0	10 - 14
98405	0	7	Fewer than 5	0	7 - 11
98406	0	Fewer than 5	0	0	0 - 4
98408	0	Fewer than 5	Fewer than 5	0	5
98409	0	Fewer than 5	8	0	8 - 12
98416	0	0	Fewer than 5	0	0 - 4
98418	0	Fewer than 5	Fewer than 5	0	3
98422	0	Fewer than 5	9	0	9 - 13

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Fiscal data in this table do not fully capture how Best Starts investments benefit residents within each ZIP Code because not all strategies and programs enroll individual participants (such as Evaluation, Capital Projects, and Technical Assistance and Capacity Building), some participants choose not to provide their ZIP Codes, and not all Best Starts investments are attributable or divisible among individual participants or ZIP Codes (such as costs to manage and administer programs, and costs for programs to report performance).

Figure 15. 2023 Expenditures by Best Starts Investment Area by ZIP Code, based on Where Participants Live

ZIP Code	Child Care	Investing Early	Sustain the Gain	Youth and Family Homelessness Prevention	Total
98001	\$500,000	\$638,000	\$508,000	\$121,000	\$1,767,000
98002	\$1,421,000	\$1,567,000	\$812,000	\$295,000	\$4,096,000
98003	\$2,027,000	\$1,375,000	\$603,000	\$383,000	\$4,388,000
98004	\$53,000	\$801,000	\$165,000	\$0	\$1,018,000
98005	\$118,000	\$299,000	\$114,000	\$9,000	\$541,000
98006	\$197,000	\$261,000	\$195,000	\$19,000	\$673,000
98007	\$395,000	\$441,000	\$549,000	\$23,000	\$1,408,000
98008	\$145,000	\$323,000	\$173,000	\$7,000	\$648,000
98009	\$0	\$1,000	\$31,000	\$0	\$32,000
98010	\$105,000	\$48,000	\$25,000	\$0	\$179,000
98011	\$92,000	\$231,000	\$126,000	\$14,000	\$464,000
98012	\$0	\$9,000	\$43,000	\$0	\$52,000
98013	\$0	\$6,000	\$0	\$0	\$6,000
98014	\$0	\$91,000	\$82,000	\$0	\$173,000
98019	\$13,000	\$156,000	\$125,000	\$0	\$294,000
98020	\$0	\$0	\$11,000	\$0	\$11,000
98021	\$0	\$19,000	\$69,000	\$0	\$88,000
98022	\$158,000	\$323,000	\$40,000	\$28,000	\$549,000
98023	\$776,000	\$663,000	\$781,000	\$160,000	\$2,380,000
98024	\$0	\$61,000	\$46,000	\$0	\$107,000

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ZIP Code	Child Care	Investing Early	Sustain the Gain	Youth and Family Homelessness Prevention	Total
98025	\$0	\$7,000	\$9,000	\$0	\$16,000
98026	\$0	\$4,000	\$15,000	\$0	\$18,000
98027	\$105,000	\$602,000	\$134,000	\$7,000	\$848,000
98028	\$79,000	\$402,000	\$140,000	\$14,000	\$634,000
98029	\$290,000	\$308,000	\$129,000	\$54,000	\$781,000
98030	\$1,158,000	\$1,589,000	\$716,000	\$337,000	\$3,800,000
98031	\$2,105,000	\$1,178,000	\$656,000	\$225,000	\$4,165,000
98032	\$1,369,000	\$1,376,000	\$651,000	\$311,000	\$3,706,000
98033	\$145,000	\$148,000	\$78,000	\$23,000	\$393,000
98034	\$158,000	\$351,000	\$169,000	\$32,000	\$710,000
98035	\$0	\$12,000	\$1,000	\$0	\$14,000
98036	\$0	\$10,000	\$12,000	\$0	\$21,000
98037	\$0	Less than \$1,000	\$11,000	\$0	\$12,000
98038	\$224,000	\$261,000	\$329,000	\$49,000	\$863,000
98039	\$0	\$3,000	\$15,000	\$0	\$18,000
98040	\$13,000	\$123,000	\$81,000	\$0	\$217,000
98042	\$513,000	\$783,000	\$326,000	\$93,000	\$1,716,000
98043	\$0	Less than \$1,000	\$11,000	\$0	\$12,000
98045	\$13,000	\$367,000	\$125,000	\$0	\$506,000
98047	\$382,000	\$110,000	\$36,000	\$14,000	\$541,000
98048	\$0	Less than \$1,000	\$0	\$0	Less than \$1,000
98050	\$0	\$0	\$2,000	\$5,000	\$7,000
98051	\$13,000	\$7,000	\$22,000	\$0	\$43,000
98052	\$329,000	\$381,000	\$266,000	\$53,000	\$1,029,000
98053	\$79,000	\$63,000	\$28,000	\$12,000	\$182,000
98055	\$500,000	\$289,000	\$312,000	\$82,000	\$1,183,000
98056	\$237,000	\$456,000	\$266,000	\$63,000	\$1,023,000

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ZIP Code	Child Care	Investing Early	Sustain the Gain	Youth and Family Homelessness Prevention	Total
98057	\$250,000	\$180,000	\$568,000	\$63,000	\$1,061,000
98058	\$1,500,000	\$876,000	\$443,000	\$97,000	\$2,916,000
98059	\$316,000	\$456,000	\$365,000	\$18,000	\$1,155,000
98062	\$0	\$0	Less than \$1,000	\$0	Less than \$1,000
98063	\$0	\$2,000	\$7,000	\$0	\$9,000
98064	\$0	\$1,000	Less than \$1,000	\$0	\$1,000
98065	\$53,000	\$388,000	\$188,000	\$30,000	\$659,000
98068	\$0	\$3,000	\$0	\$0	\$3,000
98070	\$118,000	\$327,000	\$526,000	\$0	\$971,000
98071	\$0	\$2,000	\$3,000	\$0	\$6,000
98072	\$39,000	\$77,000	\$66,000	\$7,000	\$189,000
98074	\$26,000	\$109,000	\$48,000	\$18,000	\$200,000
98075	\$66,000	\$98,000	\$46,000	\$0	\$209,000
98077	\$13,000	\$32,000	\$30,000	\$0	\$75,000
98082	\$0	\$0	\$6,000	\$0	\$6,000
98083	\$0	\$2,000	\$0	\$0	\$2,000
98087	\$0	Less than \$1,000	\$5,000	\$0	\$5,000
98092	\$474,000	\$1,287,000	\$459,000	\$98,000	\$2,319,000
98093	\$0	\$4,000	\$4,000	\$0	\$8,000
98101	\$0	\$72,000	\$172,000	\$0	\$244,000
98102	\$26,000	\$65,000	\$161,000	\$11,000	\$263,000
98103	\$132,000	\$198,000	\$213,000	\$0	\$542,000
98104	\$39,000	\$143,000	\$299,000	\$11,000	\$492,000
98105	\$263,000	\$151,000	\$309,000	\$11,000	\$733,000
98106	\$658,000	\$457,000	\$674,000	\$23,000	\$1,811,000
98107	\$39,000	\$56,000	\$79,000	\$0	\$174,000
98108	\$276,000	\$1,336,000	\$668,000	\$26,000	\$2,307,000

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ZIP Code	Child Care	Investing Early	Sustain the Gain	Youth and Family Homelessness Prevention	Total
98109	\$79,000	\$66,000	\$53,000	\$4,000	\$201,000
98110	\$0	\$0	\$8,000	\$0	\$8,000
98111	\$0	Less than \$1,000	\$33,000	\$2,000	\$35,000
98112	\$13,000	\$57,000	\$253,000	\$12,000	\$335,000
98113	\$0	\$1,000	\$25,000	\$0	\$26,000
98114	\$0	\$6,000	\$17,000	\$0	\$23,000
98115	\$197,000	\$251,000	\$844,000	\$11,000	\$1,303,000
98116	\$79,000	\$82,000	\$597,000	\$4,000	\$761,000
98117	\$26,000	\$150,000	\$176,000	\$0	\$352,000
98118	\$1,053,000	\$1,825,000	\$2,387,000	\$177,000	\$5,442,000
98119	\$66,000	\$72,000	\$62,000	\$0	\$200,000
98121	\$26,000	\$96,000	\$509,000	\$2,000	\$634,000
98122	\$316,000	\$911,000	\$800,000	\$19,000	\$2,047,000
98125	\$421,000	\$551,000	\$395,000	\$18,000	\$1,385,000
98126	\$592,000	\$655,000	\$810,000	\$51,000	\$2,109,000
98133	\$461,000	\$410,000	\$619,000	\$37,000	\$1,526,000
98134	\$0	\$1,000	\$40,000	\$0	\$41,000
98136	\$0	\$33,000	\$79,000	\$0	\$112,000
98138	\$0	Less than \$1,000	Less than \$1,000	\$0	Less than \$1,000
98144	\$790,000	\$871,000	\$756,000	\$21,000	\$2,437,000
98145	\$0	Less than \$1,000	\$0	\$0	Less than \$1,000
98146	\$2,105,000	\$787,000	\$762,000	\$46,000	\$3,699,000
98148	\$263,000	\$204,000	\$325,000	\$54,000	\$846,000
98155	\$368,000	\$226,000	\$178,000	\$7,000	\$779,000
98158	\$0	\$1,000	Less than \$1,000	\$0	\$2,000
98160	\$0	\$0	\$2,000	\$0	\$2,000
98164	\$0	Less than \$1,000	\$3,000	\$0	\$3,000

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ZIP Code	Child Care	Investing Early	Sustain the Gain	Youth and Family Homelessness Prevention	Total
98165	\$0	\$0	\$4,000	\$0	\$4,000
98166	\$474,000	\$288,000	\$295,000	\$16,000	\$1,072,000
98168	\$1,276,000	\$985,000	\$932,000	\$186,000	\$3,380,000
98177	\$26,000	\$73,000	\$87,000	\$5,000	\$192,000
98178	\$1,237,000	\$603,000	\$1,231,000	\$133,000	\$3,204,000
98188	\$1,263,000	\$794,000	\$550,000	\$233,000	\$2,840,000
98189	\$0	\$2,000	\$0	\$0	\$2,000
98195	\$0	\$11,000	\$6,000	\$0	\$17,000
98198	\$947,000	\$1,596,000	\$487,000	\$221,000	\$3,252,000
98199	\$13,000	\$44,000	\$78,000	\$0	\$135,000
98201	\$0	\$13,000	\$3,000	\$0	\$15,000
98203	\$0	Less than \$1,000	\$7,000	\$0	\$7,000
98204	\$0	Less than \$1,000	\$8,000	\$0	\$8,000
98208	\$0	\$6,000	\$12,000	\$0	\$18,000
98223	\$0	Less than \$1,000	Less than \$1,000	\$0	Less than \$1,000
98224	\$0	\$0	Less than \$1,000	\$0	Less than \$1,000
98251	\$0	Less than \$1,000	\$0	\$0	Less than \$1,000
98252	\$0	\$0	Less than \$1,000	\$0	Less than \$1,000
98258	\$0	Less than \$1,000	\$2,000	\$0	\$2,000
98270	\$0	\$3,000	\$2,000	\$0	\$5,000
98271	\$0	\$0	Less than \$1,000	\$0	Less than \$1,000
98272	\$0	Less than \$1,000	\$9,000	\$0	\$9,000
98275	\$0	Less than \$1,000	\$8,000	\$0	\$8,000
98288	\$0	\$7,000	Less than \$1,000	\$0	\$7,000
98290	\$0	\$0	\$3,000	\$0	\$3,000
98294	\$0	\$0	\$2,000	\$0	\$2,000
98296	\$0	\$0	\$2,000	\$0	\$2,000

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ZIP Code	Child Care	Investing Early	Sustain the Gain	Youth and Family Homelessness Prevention	Total
98310	\$0	\$0	\$2,000	\$0	\$2,000
98312	\$0	Less than \$1,000	Less than \$1,000	\$0	Less than \$1,000
98321	\$0	\$0	Less than \$1,000	\$0	Less than \$1,000
98328	\$0	\$0	Less than \$1,000	\$0	Less than \$1,000
98329	\$0	\$0	\$3,000	\$0	\$3,000
98332	\$0	Less than \$1,000	Less than \$1,000	\$0	Less than \$1,000
98338	\$0	Less than \$1,000	Less than \$1,000	\$0	Less than \$1,000
98346	\$0	\$0	\$3,000	\$0	\$3,000
98354	\$0	\$4,000	\$2,000	\$0	\$6,000
98366	\$0	\$0	\$2,000	\$0	\$2,000
98367	\$0	Less than \$1,000	Less than \$1,000	\$0	Less than \$1,000
98371	\$0	\$3,000	\$3,000	\$0	\$6,000
98372	\$0	\$0	\$1,000	\$0	\$1,000
98373	\$0	Less than \$1,000	\$2,000	\$0	\$3,000
98374	\$0	\$1,000	\$5,000	\$0	\$6,000
98375	\$0	\$1,000	\$2,000	\$0	\$4,000
98386	\$0	\$0	Less than \$1,000	\$0	Less than \$1,000
98387	\$0	\$0	\$2,000	\$0	\$2,000
98390	\$0	Less than \$1,000	\$5,000	\$0	\$5,000
98391	\$0	Less than \$1,000	\$4,000	\$0	\$4,000
98396	\$0	\$0	Less than \$1,000	\$0	Less than \$1,000
98402	\$0	Less than \$1,000	\$0	\$0	Less than \$1,000
98403	\$0	\$0	\$1,000	\$0	\$1,000
98404	\$0	Less than \$1,000	\$2,000	\$0	\$3,000
98405	\$0	\$1,000	\$2,000	\$0	\$3,000
98406	\$0	Less than \$1,000	\$0	\$0	Less than \$1,000
98408	\$0	Less than \$1,000	\$3,000	\$0	\$3,000

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ZIP Code	Child Care	Investing Early	Sustain the Gain	Youth and Family Homelessness Prevention	Total
98409	\$0	Less than \$1,000	\$2,000	\$0	\$2,000
98416	\$0	\$0	Less than \$1,000	\$0	Less than \$1,000
98418	\$0	Less than \$1,000	\$3,000	\$0	\$3,000
98422	\$0	\$3,000	\$3,000	\$0	\$6,000

Fiscal data in this table do not fully capture how Best Starts investments benefit residents within each ZIP Code because not all strategies and programs enroll individual participants (such as Evaluation, Capital Projects, and Technical Assistance and Capacity Building), some participants choose not to provide their ZIP Codes, and not all Best Starts investments are attributable or divisible among individual participants or ZIP Codes (such as costs to manage and administer programs, and costs for programs to report performance).

Figure 16. 2023 Expenditures by Best Starts Investment Area by ZIP Code, based on Where Office-based Services are Located

ZIP Code	Child Care	Investing Early	Sustain the Gain	Youth and Family Homelessness Prevention	Total
98001	\$1,137,000	\$585,000	\$555,000	\$0	\$2,276,000
98002	\$651,000	\$1,552,000	\$811,000	\$147,000	\$3,161,000
98003	\$1,421,000	\$1,740,000	\$589,000	\$147,000	\$3,897,000
98004	\$239,000	\$69,000	\$34,000	\$0	\$342,000
98005	\$127,000	\$0	\$205,000	\$0	\$332,000
98006	\$157,000	\$0	\$167,000	\$147,000	\$471,000
98007	\$666,000	\$1,191,000	\$1,087,000	\$147,000	\$3,090,000
98008	\$284,000	\$260,000	\$167,000	\$0	\$711,000
98009	\$0	\$63,000	\$100,000	\$0	\$163,000
98010	\$15,000	\$237,000	\$0	\$0	\$252,000
98011	\$97,000	\$174,000	\$84,000	\$0	\$355,000
98012	\$7,000	\$0	\$34,000	\$0	\$41,000
98014	\$0	\$63,000	\$100,000	\$0	\$163,000
98015	\$0	\$0	\$100,000	\$0	\$100,000
98019	\$0	\$0	\$34,000	\$0	\$34,000
98021	\$0	\$0	\$84,000	\$0	\$84,000
98022	\$180,000	\$237,000	\$34,000	\$0	\$450,000
98023	\$965,000	\$1,006,000	\$556,000	\$0	\$2,528,000
98024	\$0	\$0	\$51,000	\$0	\$51,000
98026	\$135,000	\$69,000	\$0	\$0	\$204,000

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ZIP Code	Child Care	Investing Early	Sustain the Gain	Youth and Family Homelessness Prevention	Total
98027	\$232,000	\$63,000	\$133,000	\$0	\$428,000
98028	\$30,000	\$69,000	\$84,000	\$0	\$183,000
98029	\$75,000	\$191,000	\$0	\$0	\$266,000
98030	\$1,204,000	\$1,914,000	\$931,000	\$293,000	\$4,342,000
98031	\$1,496,000	\$698,000	\$444,000	\$0	\$2,638,000
98032	\$1,421,000	\$2,512,000	\$1,565,000	\$440,000	\$5,938,000
98033	\$52,000	\$428,000	\$34,000	\$0	\$514,000
98034	\$165,000	\$737,000	\$397,000	\$0	\$1,299,000
98036	\$82,000	\$0	\$0	\$0	\$82,000
98037	\$30,000	\$0	\$0	\$0	\$30,000
98038	\$232,000	\$69,000	\$163,000	\$0	\$464,000
98039	\$0	\$0	\$90,000	\$0	\$90,000
98040	\$67,000	\$0	\$129,000	\$0	\$196,000
98042	\$1,122,000	\$872,000	\$213,000	\$147,000	\$2,354,000
98043	\$7,000	\$0	\$121,000	\$0	\$129,000
98045	\$0	\$147,000	\$84,000	\$0	\$231,000
98047	\$232,000	\$0	\$0	\$0	\$232,000
98051	\$0	\$0	\$51,000	\$0	\$51,000
98052	\$307,000	\$470,000	\$134,000	\$147,000	\$1,058,000
98053	\$22,000	\$0	\$0	\$0	\$22,000
98054	\$0	\$69,000	\$0	\$0	\$69,000
98055	\$621,000	\$111,000	\$219,000	\$0	\$951,000
98056	\$187,000	\$796,000	\$281,000	\$0	\$1,264,000
98057	\$299,000	\$1,330,000	\$759,000	\$293,000	\$2,682,000
98058	\$658,000	\$258,000	\$315,000	\$0	\$1,231,000
98059	\$367,000	\$0	\$124,000	\$0	\$490,000
98065	\$15,000	\$390,000	\$84,000	\$0	\$489,000

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ZIP Code	Child Care	Investing Early	Sustain the Gain	Youth and Family Homelessness Prevention	Total
98068	\$67,000	\$0	\$0	\$0	\$67,000
98070	\$135,000	\$317,000	\$531,000	\$0	\$983,000
98072	\$105,000	\$0	\$84,000	\$0	\$189,000
98074	\$52,000	\$0	\$34,000	\$0	\$86,000
98077	\$0	\$0	\$51,000	\$0	\$51,000
98087	\$0	\$0	\$121,000	\$0	\$121,000
98092	\$613,000	\$692,000	\$320,000	\$0	\$1,625,000
98101	\$52,000	\$119,000	\$221,000	\$147,000	\$539,000
98102	\$120,000	\$0	\$155,000	\$0	\$275,000
98103	\$30,000	\$0	\$295,000	\$0	\$325,000
98104	\$329,000	\$329,000	\$292,000	\$0	\$950,000
98105	\$292,000	\$56,000	\$155,000	\$0	\$503,000
98106	\$733,000	\$997,000	\$535,000	\$0	\$2,264,000
98107	\$52,000	\$0	\$79,000	\$0	\$131,000
98108	\$995,000	\$806,000	\$1,757,000	\$147,000	\$3,705,000
98109	\$67,000	\$243,000	\$166,000	\$0	\$476,000
98112	\$15,000	\$208,000	\$150,000	\$0	\$373,000
98113	\$0	\$0	\$34,000	\$0	\$34,000
98114	\$0	\$0	\$0	\$147,000	\$147,000
98115	\$269,000	\$451,000	\$250,000	\$0	\$970,000
98116	\$0	\$0	\$217,000	\$0	\$217,000
98117	\$0	\$0	\$174,000	\$0	\$174,000
98118	\$965,000	\$2,429,000	\$2,112,000	\$147,000	\$5,653,000
98119	\$30,000	\$111,000	\$327,000	\$0	\$468,000
98121	\$0	\$953,000	\$34,000	\$0	\$987,000
98122	\$142,000	\$491,000	\$993,000	\$0	\$1,626,000
98125	\$359,000	\$126,000	\$441,000	\$0	\$926,000

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ZIP Code	Child Care	Investing Early	Sustain the Gain	Youth and Family Homelessness Prevention	Total
98126	\$711,000	\$17,000	\$333,000	\$0	\$1,061,000
98133	\$232,000	\$911,000	\$605,000	\$0	\$1,747,000
98134	\$15,000	\$63,000	\$34,000	\$0	\$112,000
98136	\$30,000	\$0	\$45,000	\$0	\$75,000
98144	\$741,000	\$3,162,000	\$889,000	\$147,000	\$4,939,000
98146	\$718,000	\$577,000	\$542,000	\$147,000	\$1,984,000
98148	\$935,000	\$514,000	\$708,000	\$147,000	\$2,304,000
98155	\$217,000	\$300,000	\$112,000	\$0	\$629,000
98158	\$0	\$0	\$121,000	\$0	\$121,000
98166	\$681,000	\$543,000	\$512,000	\$147,000	\$1,883,000
98168	\$1,990,000	\$845,000	\$987,000	\$147,000	\$3,969,000
98177	\$0	\$0	\$79,000	\$0	\$79,000
98178	\$598,000	\$374,000	\$509,000	\$0	\$1,482,000
98188	\$1,489,000	\$1,021,000	\$1,127,000	\$587,000	\$4,224,000
98195	\$0	\$174,000	\$0	\$0	\$174,000
98198	\$928,000	\$1,373,000	\$858,000	\$293,000	\$3,452,000
98199	\$37,000	\$0	\$45,000	\$0	\$82,000
98204	\$15,000	\$0	\$0	\$0	\$15,000
98208	\$45,000	\$174,000	\$0	\$0	\$219,000
98271	\$15,000	\$0	\$0	\$0	\$15,000
98290	\$30,000	\$0	\$0	\$0	\$30,000
98354	\$15,000	\$0	\$0	\$0	\$15,000
98372	\$15,000	\$0	\$0	\$0	\$15,000
98374	\$7,000	\$0	\$0	\$0	\$7,000
98387	\$60,000	\$0	\$0	\$0	\$60,000
98404	\$22,000	\$0	\$132,000	\$0	\$155,000
98405	\$15,000	\$0	\$0	\$0	\$15,000

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ZIP Code	Child Care	Investing Early	Sustain the Gain	Youth and Family Homelessness Prevention	Total
98407	\$0	\$174,000	\$0	\$0	\$174,000
98421	\$0	\$0	\$34,000	\$0	\$34,000
98422	\$90,000	\$0	\$0	\$0	\$90,000
98424	\$0	\$0	\$34,000	\$0	\$34,000
98444	\$0	\$0	\$132,000	\$0	\$132,000
98446	\$0	\$0	\$34,000	\$0	\$34,000
98499	\$0	\$0	\$56,000	\$0	\$56,000
98580	\$0	\$0	\$34,000	\$0	\$34,000

1

September 3, 2024

Technical edit

[M. Leskinen]

Sponsor: von Reichbauer

Proposed No.: 2024-0228.1

- 1 **AMENDMENT TO PROPOSED MOTION 2024-0228, VERSION 1**
- 2 On page 2, line 30, before "annual", strike "first" and insert "second"
- 3 **EFFECT prepared by *M. Leskinen*: *Corrects a typo in the proposed motion.***



King County

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

July 15, 2024

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

Dear Councilmember Upthegrove:

I am proud to transmit the 2023 Best Starts for Kids (BSK) Annual Report as required by Ordinance 19354, and an accompanying proposed Motion that would, if enacted, acknowledge receipt of the report. This is the second annual report for the second BSK levy (2022-2027).

This report reflects the accomplishments of funded partners and shares data that highlights community's success in making positive changes for individuals and the community. The report organizes around five themes, representing impact, learnings, and integration of BSK work across strategies. These themes are:

- Meeting Families' Needs
- Prioritizing Well-being and Mental Health
- Cultivating Opportunities for Children and Young People
- Strengthening the Workforce
- Building Community Power and Capacity

From its inception, BSK has reflected both community wisdom and research about what we know babies, young people, and families need to have the best opportunity to be happy, healthy, safe, and thriving. As described in this report's themes, BSK addresses these issues holistically. It serves children and young people across the age span of prenatal to young adulthood and provides direct services as well as supporting policy and system changes.

In 2023, BSK partnered with 336 community-based organizations operating 591 programs to reach 151,919 children, young people, families, and community members across King County. In 2023, the BSK team released 12 request for proposals which resulted in 187 new programs run by 136 community partners. The new investment areas of Child Care and Capital Projects continued their development in partnership with community, so that families with young

The Honorable Dave Upthegrove

July 15, 2024

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children can get subsidies for childcare, and to provide for healthy and safe buildings where children can learn, grow, and explore.

The 2023 BSK Annual Report links to an updated data dashboard on the BSK website. The [Best Starts for Kids Data Dashboard](#) provides additional measures for BSK programs, customizable data views, and greater geographic and financial detail.

As required, the annual report provides information about expenditures, services, and outcomes for BSK activities, including geographic data by ZIP code consistent with Ordinance 19354. In addition, the report includes recommendations from providers for service improvements as well as in-depth evaluations Best Starts for Kids completed in 2023.

The King County Council directed the Children and Youth Advisory Board (CYAB) members provide input on the BSK annual report. CYAB members and the Communities of Opportunity Advisory Board members received a draft copy of the 2023 Annual Report in May 2024. The final report reflects their input and feedback.

Thank you for your review of this report and your consideration of the proposed Motion, and for your strong support for children, young people, and families across King County. If your staff have any questions, please contact Kelly Rider, Acting Director, Department of Community and Human Services, at 206-263-5780.

Sincerely,



for

Dow Constantine
King County Executive

Enclosure

cc: King County Councilmembers

ATTN: Stephanie Cirkovich, Chief of Staff

Melani Pedroza, Clerk of the Council

Shannon Braddock, Deputy County Executive, Office of the Executive

Karan Gill, Chief of Staff, Office of the Executive

Penny Lipsou, Council Relations Director, Office of the Executive

Kelly Rider, Acting Director, Department of Community and Human Services

Faisal Khan, Director, Public Health – Seattle & King County



King County

**Metropolitan King County Council
Regional Policy Committee**

STAFF REPORT

Agenda Item:	5	Name:	April Sanders and Wendy Soo Hoo
Proposed No.:	2024-B0101	Date:	September 3, 2024

SUBJECT

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

SUMMARY

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

Among the noteworthy changes, the amended interlocal agreement would:

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

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

BACKGROUND

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

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

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

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

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

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

The same month, the King County Auditor's Office released a report entitled: "Homeless Crisis Demands Unified, Accountable, Dynamic Regional Response." The Auditor's office determined that "Separate funding and contracting processes burden homeless housing providers, and funder autonomy slows programmatic changes that would respond to community needs." Further, they noted that "Despite its role as a coordinating body, *All Home*² lacks the authority to unify local funders into an efficient and nimble crisis response system." The Auditor's Office recommended that, "DCHS work with *All Home* and local funders on a formal, binding process to align funding decisions, and that DCHS use [Coordinated Entry for All] data to identify improvements to the homeless system, reduce unsuccessful housing referrals, and address racial disparities in the system. [...And also] that DCHS work with *All Home* and local funders to ensure that [rapid re-housing (RRH)] move-in rates and the number of RRH enrollees evicted or moving out of King County are tracked."

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

² All Home was previously the region's federally mandated Continuum of Care board pursuant to 24 CFR 578, for coordinating federal funding and ensuring compliance with federal law.

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

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

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

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

Ordinance 19039. On December 11, 2019, the King County Council passed Ordinance 19039,³ authorizing the Executive to enter into an interlocal agreement (ILA) with the City of Seattle for the establishment of the King County Regional Homelessness Authority (KCRHA), with the mission to "significantly decrease the incidence of

³ [King County - File #: 2019-0478](#)

homelessness throughout King County, using equity and social justice principles."⁴ On December 18, 2019, the City of Seattle enacted Ordinance 126021, which authorized the Mayor to enter into the interlocal agreement.

The KCRHA was established with the following purposes:

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

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

Five-Year Plan (2023-2028)⁵. On June 1, 2023, the Governing Committee unanimously adopted KCRHA's initial Five-Year Plan. Article IV, Section 4 of the ILA required the development of a Five-Year Plan within the first 18 months of operations and was to include the following: a theory of change; specific, measurable actions, outcomes, and goals informed by the Regional Action Plan; and sub-regional planning activities.

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

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

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

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

⁴ Interlocal Agreement for the Establishment of the King County Regional Homelessness Authority Between King County and the City of Seattle Pursuant to RCW 39.34.030, Article IV, Section 2

⁵ [FINAL-KCRHA-Five-Year-Plan-6.1.23.pdf](#)

The chart below overviews the preliminary findings of the Governance Review Subcommittee.⁶

Table 1. Governance Review Subcommittee Preliminary Findings

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

County Contributions to the KCRHA. The table below outlines KCRHA's actual expenditures of County dollars per year to the Council's adopted budget⁷. County Council staff have requested year-to-date spending for 2024.

Year	Original Adopted Budget Allocation	KCRHA Actual Expenditures
2021	\$1,600,000 start-up funding	--
2022	\$28,146,000	\$25,034,000
2023	\$48,214,000 ⁸	\$24,423,000
2024	\$41,279,000	--

⁶ Chart taken from the Governing Committee Packet, December 2023

⁷ Note that a more detailed spreadsheet outlining each funding source can be provided upon request.

⁸ The 2022 budget for the KCRHA was reduced through supplemental budgets to \$28,632,000.

ANALYSIS

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

Among the noteworthy changes, the amended ILA would:

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

The crosswalk below reviews the proposed changes to the ILA in greater detail.

Table 2. Crosswalk of Major Changes

Topic	Ordinance 19039 “Original ILA”	Proposed Ordinance 2024-0257 “Amended ILA”
Changes Throughout the ILA	N/A	Would remove prospective references to the Implementation Board and changes Governing Committee to Governing Board.
Term	<p>Five years with an automatic renewal starting in the sixth year for an indefinite period until terminated by the City and County.</p> <p>Termination would be effective not less than one year from the later date that a County motion or Seattle resolution was delivered to the KCRHA.</p>	<p>Removes provisions related to the initial start-up period.</p> <p>Indefinite term until terminated by either party through an authorizing resolution from Seattle or motion from the County.</p> <p>Termination would be effective not less than 12 months from the date the resolution or motion was delivered to the other party and the KCRHA, unless the Mayor and Executive jointly agree termination can and should occur more quickly.</p>

Topic	Ordinance 19039 "Original ILA"	Proposed Ordinance 2024-0257 "Amended ILA"
Parties	Seattle and King County; other jurisdictions may choose to be Subscribing Agencies ⁹	No change.
Governing Committee Membership (Proposed to be Renamed as the "Governing Board")	12-member Governing Committee: <ul style="list-style-type: none"> • 3 King County (Executive + 2 councilmembers) • 3 Seattle (Mayor + 2 councilmembers) • 3 Sound Cities Association (SCA) • 3 representing individuals with Lived Experience determined by Advisory Committee 	12-member Governing Board: <ul style="list-style-type: none"> • 3 King County (Executive + 2 councilmembers) • 3 Seattle (Mayor + 2 councilmembers) • 3 SCA • 3 representing individuals with Lived Experience, with 1 each appointed by King County, Seattle, and SCA
Duties of Governing Committee	<p>Governing Committee approves/amends major plans and budgets and confirms the Chief Executive Officer with an affirmative vote of two-thirds majority of those present with a required quorum of 9 members.</p> <p>Governing Committee could remove the Chief Executive Officer with an affirmative vote of 9 members.</p> <p>Other actions, such as removing and confirming Implementation Board members, adopting bylaws, and approving a staffing plan, require an affirmative vote of a majority of those present with a required quorum of 9 members.</p>	<p>Governing Board would approve/amend Policies and Plans (proposed to include courses of action that would substantially change service delivery, such as procurement policy changes) and Annual Budgets with an affirmative vote of two-thirds majority of those present with a required quorum of 9 members.</p> <p>Governing Board could remove the Chief Executive Officer with an affirmative vote of 9 members.</p> <p>Other actions, updated to include actions such as approving an annual workplan, new or revised sub-regional plans, and labor agreements, require an affirmative vote of a majority of those present with a required quorum of 9 members.</p>
Membership of	13 members with additional	Not applicable. Implementation

⁹ Regarding the use of Subscribing Agencies, the KCRHA has an ILA in place to address homelessness in North King County with Bothell, Kenmore, Lake Forest Park, Shoreline, and Woodinville. The KCRHA also has contracts with the WA Department of Commerce (Right of Way Initiative) and the WA Department of Health (Testing in Homeless Sites & Other Congregate Facilities Project).

Topic	Ordinance 19039 "Original ILA"	Proposed Ordinance 2024-0257 "Amended ILA"
Implementation Board	<p>required skills/expertise in youth services and child welfare provision.</p> <p>Initial and subsequent appointments:</p> <ul style="list-style-type: none"> • 2 appointed by the Executive, • 2 by the County Council, • 2 by the Mayor, • 2 by the City Council, • 2 by the Sound Cities Association, and • 3 by the Advisory Committee <p>Appointments are subject to confirmation by the Governing Committee</p>	Board provisions are removed.
Duties of the Implementation Board	<p>Implementation Board recommends major plans and budgets to the Governing Committee.</p> <p>Implementation Board develops an annual funding allocation report, including sources and distribution of funding across program types and across cities, towns, and unincorporated areas.</p>	Not applicable. Implementation Board provisions are removed.
Chief Executive Officer	<p>Chief Executive Officer is jointly recruited by the Implementation Board and Governing Committee.</p> <p>Chief Executive Officer is recommended by the Implementation Board for confirmation by the Governing Committee.</p> <p>Implementation Board is required to conduct regular performance evaluations of the Chief Executive Officer</p> <p>Chief Executive Officer is required to annually present an overview of the proposed annual</p>	<p>Chief Executive Officer would be confirmed by and responsible to the Governing Board.</p> <p>Governing Board would have the authority to conduct annual Chief Executive Officer performance evaluations.</p> <p>Chief Executive Officer is required to annually present an overview of the proposed annual budget and</p>

Topic	Ordinance 19039 "Original ILA"	Proposed Ordinance 2024-0257 "Amended ILA"
	budget and performance against performance metrics to the Seattle City Council and King County Council (including the Regional Policy Committee).	performance against performance metrics to the Seattle City Council and King County Council (which committee would be determined by the respective bodies).
Taxing Authority	KCRHA is prohibited from issuing debt or levying taxes.	No change.
Performance Audit	Required after six years.	No change.
Ombuds	An Office of the Ombuds is required by the ILA, with the allowance that the Authority may contract for ombuds services through Seattle or King County. The office reports to the Implementation Board.	An Office of the Ombuds is maintained, but would report to the Chief Executive Officer with an annual report to the Governing Board.
Five-Year Plan	The ILA requires the adoption of a Five-Year Plan. The Plan is required to formalize the Sub-Regional planning processes and ensure they are developed in consultation with the Governing Committee, the Advisory Committee, and the Sound Cities Association.	The Five-Year Plan was approved by the Governing Board in June 2023. The Five-Year Plan continues to be referenced as a planning document and benchmark for considering the Authority's performance. The adoption of the Five-Year Plan would remain valid until expired or until superseded or repealed by the Governing Board.

External Outreach. Executive staff indicate that coordination and engagement occurred with the Seattle Mayor’s office, the Sound Cities Association (SCA), Governing Committee members from the County and Seattle City Council, representatives from the KCRHA, and representatives from the Implementation Board and Lived Experience Coalition. Executive staff further indicate that conversations have been generally positive to date.

Council staff have requested further information on the level of outreach to and the feedback provided by the agencies above.

Policy Considerations.

Governance Structure. The amended ILA would move away from the current dual-board structure and eliminate the Implementation Board. Under the original ILA, the Implementation Board was the body responsible for advising the Governing Committee and was charged with the operation and management of all Authority affairs.

Under the amended ILA, all prior actions of the Governing Committee and Implementation Board would remain valid until expired or superseded by the Governing

Board (which would be the new name for the currently construed Governing Committee).

The crux of this proposed ordinance, the elimination of the dual-board structure, is the primary policy decision being asked of Councilmembers.

Lived Experience Appointments. Under the original ILA, Governing Committee members from the Lived Experience bloc were selected by the Advisory Committee/Continuum of Care (CoC) Board, considering recommendations from the Coalition of Lived Experience or other groups representing individuals with Lived Experience. At least one of the three members were to represent individuals with Lived Experience in areas outside of Seattle.

Under the proposed amended ILA, the City of Seattle, King County, and the Sound Cities Association each appoint one member with Lived Experience. Each member is to possess demonstrable expertise, experience, and skill in one or more of the identified areas.

Executive staff state that, while a primary recommendation of the Governance Review Subcommittee was to streamline governing structure, the Subcommittee also wanted to be certain that those with Lived Experience continue to be represented on the Governing Board. The proposed appointment process, according to Executive staff, provides an opportunity for individuals with Lived Experience to be eligible for the Board without being associated with a particular organizations. Further, current Lived Experience members would still be eligible for appointment.

It is a policy decision whether these Lived Experience representatives are appointed by the Advisory Committee or the other blocs.

Advisory Committee. Under the original ILA, the CoC Board is to act as its Advisory Committee—if the CoC Board takes action to serve in that capacity—to serve the Implementation Board. The Implementation Board is further authorized to confirm members of the CoC Board as members of the Advisory Committee. Under the amended ILA, the Advisory Committee would report to the renamed Governing Board.

Executive staff indicate that under the original ILA, there has been confusion about the CoC's role due to the dual-board structure. Specifically, the CoC Board has faced challenges in determining how and when to formally act as the Advisory Committee and in connecting effectively with the other boards to fulfill this role. To address these issues, the KCRHA has added additional staff support to the CoC board to improve integration and communication between the boards.

Executive staff state that “[s]trengthening the CoC board's role as the Advisory Committee will not only amplify the voices of those with lived experience but also provide a mechanism for CoC members—including service provider organizations, funders, and other relevant parties—to influence how the system operates.” Additionally, Executive staff indicate the Advisory Committee is one of the mechanisms through which those representing individuals with lived experience will provide input into the actions and operations of the KCRHA.

The Council may wish to add specificity as to how the Advisory Committee is to advise the Governing Board to further ease the articulated confusion on the Committee’s role.

Seattle City Council Action. The Seattle City Council’s Health and Human Services Committee expects to hear their companion legislation on September 11, 2024. County Council policy staff is in communication with Seattle City Council policy staff to coordinate any, if any, policy amendments so that the two parties approve legislation with identical ILAs. Additionally, Council policy staff is working with the Seattle City Council policy staff to develop a technical and clarifying amendment to correct typos, standardize formatting, and make legal and clarifying corrections.

Schedule. The proposed ordinance was referred as a mandatory dual referral to the Committee of the Whole and then to the Regional Policy Committee on the following schedule (Table 3).

Table 3. Anticipated Schedule for Proposed Ordinance 2024-0257

Action	Committee/ Council	Date
Submitted to Clerk	n/a	August 15 th (Thursday)
Introduction and referral	Full Council	August 20 th
Discussion Only	COW	August 27 th
Briefing	Special RPC	September 3 rd
Action	COW	September 24 th
Action	Special RPC	September 30 th
Final Action	Full Council	October 8 th (expedited) or October 15 th (regular course)

INVITED

- Shannon Braddock, Deputy Executive, Executive’s Office
- Calli Knight, Director of Strategic Initiatives and Partnerships, Executive’s Office
- Kate Baber, Director of Strategic Partnerships for Department of Community and Human Services
- Penny Lipsou, Director of Council Relations, Executive’s Office

ATTACHMENTS

1. Proposed Ordinance 2024-0257 (and its attachment)
2. Transmittal Letter
3. Fiscal Note



KING COUNTY

1200 King County Courthouse
516 Third Avenue
Seattle, WA 98104

Signature Report

Ordinance

Proposed No. 2024-0257.1

Sponsors Balducci

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

8 ..Body

9 STATEMENT OF FACTS:

- 10 1. The federal and state government, King County, and jurisdictions
11 across the county, including the city of Seattle, currently fund programs to
12 provide services to individuals and families experiencing homelessness,
13 but homelessness and housing insecurity remain chronic and serious
14 problems.
- 15 2. King County and the city of Seattle signed a memorandum of
16 understanding on May 3, 2018, proposing a partnership to more
17 effectively and consistently coordinate their provision of such services.
- 18 3. Cities and counties are authorized to enter into interlocal cooperation
19 agreements in accordance with chapter 39.34 RCW, the Interlocal
20 Cooperation Act, to jointly provide services.

21 4. King County and the city of Seattle determined that a joint and
22 cooperative undertaking to coordinate services within an equitable
23 operational framework centering on people with lived experience of
24 homelessness will enable and facilitate joint planning, program funding
25 and establishing of standards for and accountability of programs, thereby
26 improving the delivery of services and enhancing outcomes for those
27 receiving such services.

28 5. People of color have been, and continue to be, overrepresented among
29 those who struggle with homelessness and housing instability and, in order
30 to successfully address homelessness, the city of Seattle and King County
31 seek to address the racial disparities among those experiencing it.

32 6. On December 17, 2019, King County enacted Ordinance 19039
33 authorizing the executive to execute an interlocal agreement for the
34 establishment of the King County Regional Homelessness Authority ("the
35 authority").

36 7. On December 18, 2019, the city of Seattle enacted Ordinance 126021,
37 authorizing the mayor of the city of Seattle to execute an interlocal
38 agreement for the establishment of the authority.

39 8. The city of Seattle and King County entered into an interlocal
40 agreement for the establishment of the King County Regional
41 Homelessness Authority, effective December 18, 2019.

42 9. The authority serves a key role in rendering homelessness in King
43 County rare, brief, and nonrecurring.

44 10. With the original interlocal agreement having been in effect for nearly
45 five years, the city of Seattle and King County have determined that
46 changes are desired, including streamlining the governance structure to
47 improve oversight and accountability, and making other changes to clarify
48 roles, responsibilities, and processes, with the overall goal of facilitating
49 the effective delivery and coordination of services for individuals
50 experiencing homelessness.

51 BE IT ORDAINED BY THE COUNCIL OF KING COUNTY:

52 SECTION 1. The executive is authorized to execute the amended and restated
53 interlocal agreement, substantially in the form of Attachment A to this ordinance, for the
54 establishment of the King County Regional Homelessness Authority, a joint or
55 cooperative undertaking with the city of Seattle and with other such public agencies that
56 are eligible under the terms of the interlocal agreement and applicable law.

57 SECTION 2. All county officials, and their agents and representatives, are hereby
58 authorized and directed to undertake all action necessary or desirable to carry out the

59 terms of, and complete the transactions contemplated by, this ordinance. All acts taken
60 under the authority of this ordinance but before its effective date are hereby ratified.

KING COUNTY COUNCIL
KING COUNTY, WASHINGTON

Dave Upthegrove, Chair

ATTEST:

Melani Pedroza, Clerk of the Council

APPROVED this ____ day of _____, ____.

Dow Constantine, County Executive

Attachments: A. Amended and Restated Interlocal Agreement for the Establishment of the King County Regional Homelessness Authority Between King County and the City of Seattle Pursuant to RCW 39.34.030



**AMENDED AND RESTATED INTERLOCAL AGREEMENT FOR THE
ESTABLISHMENT OF THE KING COUNTY REGIONAL
HOMELESSNESS AUTHORITY BETWEEN KING COUNTY AND
THE CITY OF SEATTLE PURSUANT TO RCW 39.34.030**

Amended and Restated DATE

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**AMENDED AND RESTATED INTERLOCAL AGREEMENT FOR THE
ESTABLISHMENT
OF THE KING COUNTY REGIONAL HOMELESSNESS AUTHORITY**

AMENDED AND RESTATED DATE

This Amended and Restated Interlocal Agreement (“Agreement”) for the Establishment of the King County Regional Homelessness Authority is between The City of Seattle, a first class city of the State of Washington (“Seattle”) and King County (the “County”), the largest urban County of the State of Washington.

RECITALS:

WHEREAS, the federal and state government, the County and jurisdictions across the County, including Seattle, currently fund programs to provide services to individuals and families experiencing homelessness, but homelessness and housing insecurity remain chronic and serious problems; and

WHEREAS, the County and Seattle entered into a Memorandum of Understanding on May 3, 2018, proposing a partnership to more effectively and consistently coordinate their provision of such services; and

WHEREAS, cities and counties are authorized to enter into interlocal cooperation agreements in accordance with chapter 39.34 RCW (the “Interlocal Cooperation Act”) to jointly provide services; and

WHEREAS, Seattle and the County determined that a joint and cooperative undertaking to coordinate services within an equitable operational framework centering on people with lived experience of homelessness will enable and facilitate joint planning, program funding and establishing standards for and accountability of programs, thereby improving the delivery of services and enhancing outcomes for those receiving such services; and

WHEREAS, people of color have been, and continue to be, overrepresented among those who struggle with homelessness and housing instability and, in order to successfully address homelessness, Seattle and the County seek to address the racial disparities among those experiencing it; and

WHEREAS, Seattle and the County entered into the Interlocal Agreement for the Establishment of the King County Regional Homelessness Authority (“Authority”), effective December 18, 2019 (the “Original ILA”); and

WHEREAS, the Authority serves a key role in rendering homelessness in King County rare, brief, and non-recurring; and

WHEREAS, with the Original ILA having been in effect for nearly five years, Seattle and the County have determined that changes are desired, including streamlining the governance

structure to improve oversight and accountability and making other changes to clarify roles, responsibilities, and processes, with the overall goal of facilitating the effective delivery and coordination of services for individuals experiencing homelessness.

NOW THEREFORE, it is hereby agreed and covenanted among the undersigned as follows:

ARTICLE I

DEFINITIONS

As used herein the following capitalized terms shall have the following meanings. Terms not otherwise defined herein shall have their dictionary meaning.

“Advisory Committee” means the committee serving as the Continuum of Care Board created by the Continuum of Care pursuant to 24 CFR Part 578 or its successor regulation and recognized by the Governing Board to serve in an advisory capacity to the Governing Board as set forth herein.

“Annual Budget” means the Authority’s annual budget, approved by the Governing Board, inclusive of all committed and anticipated fund sources, for the most current or upcoming calendar year.

“Amendment Effective Date” is the date when the Amended and Restated Agreement is effective, which shall be the date of the last signature of a Party.

“Agreement” means the Original ILA (defined in the Recitals) as amended and restated herein.

“Authority” means the King County Regional Homelessness Authority formed by the Parties as a separate governmental administrative agency pursuant to RCW 39.34.030(3).

“Bylaws” mean the Bylaws of the Governing Board, as they may be amended from time to time.

“Chief Executive Officer” means the Chief Executive Officer confirmed by the Governing Board as provided herein.

“Contract Holder” means an entity with which the Authority contracts to perform a Homeless Service or other work.

“Continuum of Care” or “CoC” means the Federal Department of Housing and Urban Development’s Continuum of Care Program (24 CFR 578) as amended by the Homeless Emergency Assistance and Rapid Transition to Housing Act and related requirements and responsibilities.

“County” means King County, a municipal corporation and a home rule charter county organized under the laws of the State of Washington.

“County Council” means the legislative authority of the County.

“County Executive” means the King County Executive.

“Customers” means individuals and families experiencing homelessness or who are at

imminent risk of experiencing homelessness.

“Five-Year Plan” means the five-year implementation plan developed by the Authority and approved by the Governing Board on June 1, 2023, as amended or replaced by any successor plan the Governing Board approves to guide long-term planning efforts.

“Funder” means a person or entity that provides Resources to the Authority to be used in the furtherance of the Authority’s purposes and mission.

“Funding Request” means the budget that the Authority submits to each Party for consideration for the following fiscal year.

“Governing Board” means the board established pursuant to this Agreement to serve as the governing and oversight body for the Authority.

“Governing Board Member(s)” or “Member(s) of the Governing Board” shall mean individuals appointed to the Governing Board.

“Governing Committee” means the oversight committee established pursuant to Article VIII of the Original ILA that served as the administrator for the Authority during the Original ILA’s term.

“Homeless Services” means programs that serve Customers’ immediate needs related to homelessness and housing instability, such as congregate and non-congregate shelter, hygiene centers, diversion programs, rapid rehousing programs, safe parking, including for recreational vehicles, and transitional housing.

“Homeless Services Provider” means an entity that provides Homeless Services to Customers.

“Implementation Board” means the body responsible for advising the Governing Committee pursuant to the Original ILA.

“Interlocal Cooperation Act” means chapter 39.34 RCW as the same now exists or may hereafter be amended, or any successor act or acts.

“Lived Experience” means current or past experience of housing instability or homelessness, including individuals who have accessed or sought homeless services while fleeing domestic violence and other unsafe situations.

“Master Services Agreement” means the contract between the Authority and a Party that memorializes the services the Authority will provide in exchange for the Party’s funding of the Authority or other consideration.

“Original ILA” is defined in the Recitals.

“Policies and Plans” means 1) major strategic documents which identify goals, strategies, or actions that drive and inform the Authority’s major bodies of work; including but not limited to

the Five-Year Plan, sub-regional plans and annual workplans; 2) performance metrics used to assess agency, provider, and system performance; 3) a course of action that substantially changes the Authority’s delivery of Homeless Services, including major changes in procurement policies that may lead to significant shifts in the types and availability of services provided.

“Party” or “Party to this Agreement” means the County and Seattle individually. “Parties” means the County and Seattle collectively.

“RCW” means the Revised Code of Washington.

“Resources” means those monies, employee time and facility space provided by an entity, either through contract or donation to support the operation of the Authority or the operation of Homeless Services.

“SCA” means the Sound Cities Association or successor interest.

“Seattle” means the City of Seattle, a municipal corporation and first-class home rule city organized under the laws of the State of Washington.

“Seattle City Council” means the legislative authority of Seattle.

“Seattle Mayor” means the Mayor of Seattle.

“State” means the State of Washington.

“Sub-Regional Planning Activity” means efforts to analyze and articulate local needs, priorities and solutions to address homelessness across the different areas of the County, inclusive of Seattle and north, east, south, and rural King County.

“Subscribing Agencies” means governmental entities, including but not limited to the State, counties other than King County, cities other than Seattle and housing authorities that contract, pursuant to the terms of this Agreement, with the Authority for the Authority’s services.

ARTICLE II

AUTHORITY FOR KING COUNTY REGIONAL HOMELESSNESS AUTHORITY

Section 1. King County Regional Homelessness Authority.

In accordance with RCW 39.34.030, this Agreement is entered into by and between Seattle and the County to establish a separate governmental administrative agency to accomplish the purpose and mission set forth herein and as this Agreement may be amended from time to time. The name of such agency shall be the “King County Regional Homelessness Authority” (the “Authority”). The Authority is a public agency formed pursuant to this Agreement and Interlocal Cooperation Act for the purposes set forth herein.

ARTICLE III

DURATION OF AUTHORITY

Section 1. Term of Agreement. This Agreement was first effective on December 18, 2019, for an initial duration of five years and the term continues in effect for an indefinite period until terminated by either Party.

Section 2. Termination. Either Party may terminate this Agreement by an authorizing resolution or motion of its legislative body that is delivered to the other Party, with a copy to the Authority. The effective date of the termination shall not be less than 12 months from the date that the County’s motion or Seattle’s resolution has been delivered to the other Party, with a copy to the Authority, unless the Mayor of Seattle and King County Executive jointly agree that termination can and should occur more quickly. The Parties shall jointly undertake the dissolution of the Authority to protect the public interest and prevent impairment of obligation, or if authorized by law, authorize or initiate proceedings in the Superior Court for the appointment and supervision of a receiver for such purposes.

ARTICLE IV

PURPOSE, MISSION, SCOPE OF WORK, AND GUIDING PRINCIPLES OF THE AUTHORITY

Section 1. Purpose. The Authority is a separate governmental administrative agency under RCW 39.34.030, the purposes of which are:

- a. Administering funding for consolidated, aligned homelessness services for individuals and families who are experiencing homelessness or who are at imminent risk of experiencing homelessness in the jurisdictional boundaries of King County;
- b. Receiving Resources from the County, Seattle, Funders and other public, federal, non-profit and other private sources for the purposes of the Authority, and applying such Resources as permitted by this Agreement; and
- c. Providing such other services as determined to be necessary to implement this Agreement.

Section 2. Mission. Administering effective, performance-based Homeless Services to support a high-functioning homelessness crisis response system to significantly decrease the incidence of unsheltered homelessness across King County using equity and social justice principles.

Section 3. Scope of Work. The focus and scope of the Authority's work will encompass the following activities:

- a. Administer contracts for Homeless Services programs that are in keeping with Policies and Plans adopted by the Governing Board and Authority funding, that support providing consolidated, aligned services for individuals and families who are experiencing homelessness or who are at imminent risk of experiencing homelessness in King County.
- b. Conduct competitive procurement processes for Homeless Services.
- c. Improve the delivery and coordination of Homeless Services, including through development of performance outcomes, standardized contract terms, strategic use of data, providing training to Homeless Service providers, and building the capacity of Homeless Service providers to implement best practices and service improvements.
- d. Develop severe weather policies and administer severe weather responses for people experiencing homelessness, including contracts for seasonal weather shelters.
- e. Serve as the Continuum of Care Lead Entity, as long as designated as such, which includes:
 - i. Administering the Coordinated Entry System,
 - ii. Coordinating the regular Continuum of Care application to the Department of Housing and Urban Development,
 - iii. Administering the Homelessness Management Information System (HMIS),
 - iv. Administering Continuum of Care contracts, as applicable, and
 - v. Conducting the Point in Time Count.
- f. Collect, evaluate and report on data regarding the performance of homelessness programs and the homelessness system as a whole; standardize the collection of data to

- facilitate reporting.
- g. Lead and implement Sub-Regional Planning activities in consultation with the various cities within each of the sub-regions, along with input from the Governing Board, and the Sound Cities Association as appropriate.
 - h. Maintain an Office of the Ombuds (see Article IX, Section 6 for more detail).
 - i. Implement the Five-Year Plan, or successor plans.
 - j. Other responsibilities as approved by the Governing Board, including through the adoption of Policies and Plans and acceptance of new funding.
 - k. The Authority's role related to the provision of permanent housing shall be limited to those activities for which it is responsible in its role as COC Lead Entity and other activities the Governing Board has provided the Authority approval to explicitly contract for with Funders.

Section 4. Guiding Principles. The Parties agree that the establishment of the Authority is necessary to consolidate funding and contracts for homelessness crisis response under one regional entity that acts according to the following principles, as may be amended by the Governing Board from time to time:

(i) The Authority shall establish ongoing procedures, policies and mechanisms to ensure accountability to its Customers, its contract agencies, its Funders, and the public.

(ii) The Authority shall be accountable in its decision-making processes and strategic planning to its Customers' experiences and to persons with Lived Experience.

(iii) The Authority shall proactively address racial-ethnic and other statistical disproportionalities amongst the population of people experiencing homelessness, such as, but not limited to, racism, ableism, homophobia, and other forms of inequities in the development, delivery, and evaluation of services in the homeless service system.

(iv) The Authority shall make data-driven decisions and develop policies and practices to incorporate best practices and quantitative and qualitative data in the development of policies, programs, and funding decisions. It shall collect and analyze a broad array of data reflecting the performance and impact of its funded programs. The Authority shall collect and analyze data that enables tailored approaches for communities disproportionately impacted by the experience of homelessness and different sub-regions within King County. The Authority shall establish community-informed indicators, performance measures, and outcomes that draw on both quantitative and qualitative data.

(v) The Authority shall support continuous improvement of key systems and evaluate community impact, including community engagement, Customer engagement, Continuum of Care compliance, and an Office of the Ombuds.

(vi) The Authority shall advance equity and social justice in its processes, policies, and outcomes by proactively seeking to eliminate racial-ethnic disproportionalities and other statistically disproportionate inequities in the population experiencing homelessness and to eliminate disparities in outcomes for people experiencing homelessness. The Authority shall establish and operate under an equity-based decision-making framework to inform its policy recommendations to the Governing Board, business process, and funding decisions. This equity-

based decision-making framework shall provide for inclusion of Customers of the service system in decisions that will affect them; specify a framework for examining policy and making recommendations to the Governing Board, business process, and funding decisions with an explicit equity and racial justice analysis; and shall make recommendations to the Governing Board on how to measure, evaluate, and respond to the impact of its decision-making on its goals of advancing equity. This framework shall be informed by people with Lived Experience and be approved by the Governing Board of the Authority.

(vii) The Authority shall, where possible and as revenue and budgeting allows, implement and support contracting processes and provider staff pay structures that promote high quality services, service system professionalization, and reduction of undue provider staff turnover.

(viii) The Authority will be guided by housing first and other approaches consistent with research, best practices and innovation and that address the individual needs of those experiencing homelessness, including but not limited to comprehensive substance use disorder treatment, recovery housing, and behavioral health services.

(ix) The Authority shall value distinctions in local context, needs and priorities through effective Sub-Regional Planning Activities. The Authority shall provide capacity to work with stakeholders from geographically diverse parts of the region to analyze, identify, and implement priority services distinct to those sub-regions. Sub-regions shall be defined by the Governing Board, taking into consideration established sub-regional definitions including the spheres of influence for A Regional Coalition for Housing (ARCH) and the South King Housing and Homeless Partners (SKHHP) as well as any established County guidance.

(x) When appropriate, the Authority shall solicit feedback from contracted Homeless Service Providers to help inform decision-making processes, strategic planning, and efforts to improve the delivery and coordination of Homeless Services.

ARTICLE V

POWERS OF AUTHORITY

Section 1. Powers. Except as otherwise limited by Washington State law, the Authority shall have all powers, privileges or authority that may be exercised or capable of exercise by both the County and Seattle necessary or convenient to effect the purposes for which the Authority is established and to perform authorized Authority functions, including without limitation the power to:

- a. Own, lease, acquire, dispose of, exchange and sell real and personal property;
- b. Contract for any Authority purpose with individuals, associations and corporations, municipal corporations, the County, Seattle, any city other than Seattle, any Additional Party, any agency of the State or its political subdivisions, and the State, any Indian Tribe, and the United States or any agency or department thereof;
- c. Provide for, carry out, and implement the provisions of this Agreement;
- d. Sue and be sued in its name;
- e. Lend its monies, property, credit or services, or borrow money;
- f. Do anything a natural person may do;
- g. Perform and undertake all manner and type of community services and activities in furtherance of the carrying out of the purposes or objectives of any program or project heretofore or hereafter funded in whole or in part with funds received from the United States, state, county, or other political entity, or any agency or department thereof, or any other program or project, whether or not funded with such funds, which the Authority is authorized to undertake by Federal or Washington State law, County or Seattle ordinance, County motion or Seattle resolution, by agreement with the County, Seattle, or as may otherwise be authorized by the County or Seattle;
- h. Transfer any funds, real or personal property, property interests, or services, with or without consideration;
- i. Receive and administer governmental or private property, funds, goods, or services for any lawful public purpose;
- j. Purchase, acquire, lease, exchange, mortgage, encumber, improve, use, manage, or otherwise transfer or grant security interests in real or personal property or any interests therein; grant or acquire options on real and personal property; and contract regarding the income or receipts from real property;

- k.** Secure financial assistance, including funds from the United States, a state, or any political subdivision or agency of either for Authority projects and activities;
- l.** Contract for, lease, and accept transfers, gifts or loans of funds or property from the United States, a state, and any political subdivision or agency of either, including property acquired by any such governmental unit through the exercise of its power of eminent domain, and from corporations, associations, individuals or any other source, and to comply with the terms and conditions therefore;
- m.** Manage, on behalf of the United States, a state, and any political subdivision or agency of either, any property acquired by such entity through gift, purchase, construction, lease, assignment, default, or exercise of the power of eminent domain;
- n.** Initiate, carry out, and complete such capital improvements of benefit to the public consistent with this Agreement;
- o.** Recommend to the United States, a state, and any political subdivision or agency of any of them, such security measures as the Authority may deem appropriate to maximize the public interest in the County;
- p.** Provide advisory, consultative, training, educational, and community services or advice to individuals, associations, corporations, or governmental agencies, with or without charge;
- q.** Control the use and disposition of Authority property, assets, and credit;
- r.** Invest and reinvest its monies;
- s.** Fix and collect charges for services rendered or to be rendered, and establish the consideration for property transferred;
- t.** Maintain books and records as appropriate for the conduct of its affairs and make such books and records available as required by law and this Agreement;
- u.** Carry on its operations, and use its property as allowed by law and consistent with this Agreement; designate agents, and hire employees, prescribing their duties, qualifications, and compensation; and secure the services of consultants for professional services, technical assistance, or advice; and
- v.** Exercise and enjoy such additional powers as may be authorized by law, except as may be expressly limited by the terms of this Agreement.

ARTICLE VI

LIMITS ON AUTHORITY POWERS

Section 1. Limits on Authority Powers. The Authority in all activities and transactions shall be limited in the following respects:

- (i) The Authority shall have no power to issue debt or to levy taxes.
- (ii) The Authority may not incur or create any liability that permits recourse by any contracting party or member of the public against any assets, services, Resources, or credit of the County or Seattle, unless otherwise explicitly agreed to in writing by such Party.
- (iii) No funds, assets, or property of the Authority shall be used for any partisan political activity or to further the election or defeat of any candidate for public office; nor shall any funds or a substantial part of the activities of the Authority be used for publicity or educational purposes designed to support or defeat legislation pending before the Congress of the United States, or any state legislature or any governing body of any political entity; provided, however, that funds may be used for representatives and staff of the Authority to communicate with governmental entities and members of Congress of the United States or any state legislature or any governing body of any political entity concerning funding and other matters directly affecting the Authority, so long as such activities do not constitute a substantial part of the Authority's activities and unless such activities are specifically limited in this Agreement.
- (iv) All revenues, assets, or credit of the Authority shall be applied toward or expended upon services, projects, and activities authorized by this Agreement. No part of the revenues, assets or credit of the Authority shall inure to the benefit of, or be distributable as such to, Governing Board Members, members of the Advisory Committee or other committees, officers or other private persons, except that the Authority is authorized and empowered to:
 - (i) Provide a per diem to Governing Board Members if Members request compensation because serving on the Governing Board presents a financial hardship.
 - (ii) Reimburse Governing Board Members, members of the Advisory Committee or other committee, and employees and others performing services for the Authority for reasonable expenses actually incurred in performing their duties, and compensate employees and others performing services for the Authority a reasonable amount for services rendered;
 - (iii) Assist Governing Board Members, members of the Advisory Committee or other committee, or employees as members of a general class of persons who receive services provided by or through the Authority as long as no special privileges or treatment accrues to such Governing Board Members, members of the Advisory Committee or other committee or employees by reason of their status or position in the Authority;

(iv) To the extent permitted by law, defend and indemnify any current or former Governing Board Members or employees as provided herein;

(v) Purchase insurance to protect and hold personally harmless any former Implementation Board members, former Governing Committee members, current or former Governing Board Members, or employees and their successors from any action, claim, or proceeding instituted against the foregoing individuals arising out of the performance, in good faith, of duties for, or employment with, the Authority during the applicable time periods of their performance and to hold these individuals harmless from any expenses connected with the defense, settlement, or monetary judgments from such actions, claims, or proceedings. The purchase of such insurance and its policy limits shall be discretionary with the Governing Board, and such insurance shall not be considered to be compensation to the insured individuals. The powers conferred by this Section 1.iv.v. of Article VI shall not be exclusive of any other powers conferred by law to purchase liability insurance; and

(vi) Sell assets for a consideration greater than their reasonable market value or acquisition costs, charge more for services than the expense of providing them, or otherwise secure an increment in a transaction, or carry out any other transaction or activity, as long as such gain is not the object or purpose of the Authority's transactions or activities, and such gain shall be applied to providing Homeless Services, and as long as no Party is charged more than its total annual or biennial allocation as provided in this Agreement.

(vii) The Authority shall not issue shares of stock, pay dividends, make private distribution of assets, make loans to its Governing Board Members, committee members, or employees or otherwise engage in business for private gain.

Section 2. Limitation on Liability.

All debts, obligations and liabilities incurred by the Authority shall be satisfied exclusively from the assets and properties of the Authority and no creditor or other person shall have any right of action against the County, Seattle, Funders or any other public or private entity or agency on account of any debts, obligations, or liabilities of the Authority unless explicitly agreed to in writing by the County, Seattle, Funders or such entity or agency.

Section 3. Mandatory Disclaimer.

The following disclaimer shall be posted in a prominent place where the public may readily see it in the Authority's principal and other offices. It shall also be printed or stamped on all contracts and other documents that may entail any debt or liability by the Authority. Failure to display, print or stamp the statement required by this Section 3 of Article VI shall not be taken as creating any liability for any entity other than the Authority.

The King County Regional Homelessness Authority (the “Authority”) is a separate governmental administrative agency created pursuant to an Interlocal Agreement between King County and the City of Seattle pursuant to RCW 39.34.030. All liabilities incurred by the Authority shall be satisfied exclusively from the assets and properties of the Authority and no creditor or other person shall have any right of action against King County, the City of Seattle, or any other public or private entity or agency on account of any debts, obligations, or liabilities of the Authority unless explicitly agreed to in writing by such entity or agency.

**ARTICLE VII BUDGETING AND
CONTRACTING**

Section 1. Provision of Funds.

- (a) The Authority shall annually submit a Funding Request to each of the Parties. Funding Requests shall be made by the Authority to the Parties at the time and in the form as determined to be necessary to comply with the fiscal and budget cycles of the individual Party and that is consistent with the annual budget instructions issued by each Party’s Executive branch. Parties shall provide monies to the Authority subject to the terms of each Party’s Master Services Agreement, the additional provisions in this Article VII, Section 1, and subject to each Party’s appropriation authority.
- (b) The Authority shall present its Funding Requests to each Party as described in Section 1a to the Governing Board for review prior to submitting it to each Party.
- (c) The Authority shall submit an Annual Budget to the Governing Board for review and adoption. The Authority’s Annual Budget shall be consistent with the funding appropriated by each Party in its adopted budget and any other applicable restrictions. The Governing Board should strive to approve the Authority’s Annual Budget for the coming fiscal year in advance of the fiscal year effective date but shall approve the Annual Budget no later than January 31 of the fiscal year in question. The Governing Board may provide further direction on additional information needed and the preferred form, level of detail, and timing of receipt.
- (d) It is Seattle’s intent to provide at least the same level of funding to the Authority that it budgeted in 2019 for the Homeless Services contracts anticipated to be transferred to the Authority and related administrative expenses, subject to annual budget appropriations. In 2019 that amount was approximately \$73,000,000. Seattle’s funding shall be reduced to the extent Seattle directly pays for programs and administration.
- (e) It is the County’s intent to provide at least the same level of funding to the Authority that it budgeted in 2019 for the Homeless Services contracts anticipated to be transferred to the Authority and related administrative expenses, subject to annual budget appropriations. In 2019 that amount was approximately \$55,000,000. In accordance with the foregoing, the County anticipates providing the following to the Authority, in all cases subject to budget appropriations.

- i. The County agrees to make facilities available to the Authority for Authority

operations. The County's funding to the Authority in Section 1.e of this Article VII shall include the value of County space contributed by the County to the Authority.

- ii. The County's funding in Section 1.e of this Article VII shall be reduced to the extent the County directly pays for programs and administration.
- f. The Parties will enter into separate Master Services Agreements with the Authority setting forth each Party's respective processes and requirements to provide Resources or other consideration to the Authority pursuant to the terms and conditions set forth herein and in the Party's Master Services Agreement with the Authority. The Parties will collaborate so that, to the extent possible, their Master Services Agreements have similar and consistent terms, conditions, and requirements so as to reduce inefficiencies and avoid any conflicting requirements for the Authority. The terms of the Master Agreements shall be consistent with this Agreement; in the event of a conflict between a Master Agreement and this Agreement, the terms of this Agreement shall prevail.
- g. The Parties will use their best efforts to coordinate the development of their respective Master Agreements to ensure consistency and that the Authority will be provided adequate Resources to optimize the provision of Homeless Services with appropriate accountability.
- h. If the Authority applies for and receives Resources which had, in prior years, been accredited to either Seattle or King County, then: (1) in future years, the amount of such monies shall be credited towards the allocations as defined in Section 1d and 1e of this Article VII, respectively, and (2) the Authority shall give first priority to providing services to those persons who were previously served by such monies.
- i. Seattle or the County may reduce their expected funding, set forth in Sections 1d and 1e of this Article VII respectively, commensurate with reductions or eliminations of funding available for homelessness programs or services, by providing written notice to the Authority and executing a unilateral amendment to the affected Party's Master Services Agreement.
- j. The Authority shall comply with all Federal, State, Seattle and County statutory and legal requirements, as applicable, in respect to all grant funds contributed by each Party.
- k. The Authority shall be subject to annual audits by the State Auditor, and by Seattle and the County at the option of each.

Section 2. Information Required for Oversight of the Authority. Each of the Master Agreements shall include provisions obligating the Authority to provide the following minimum information to each Party:

- (a) An annual operating budget displaying the various sources and uses of Authority revenues, with expenditures aggregated and disaggregated based on source;
- (b) Quarterly reporting on expenditures against budget, as well as full transparency into on-going spending provided by access to the Authority's financial systems;
- (c) Standards and procedures for the awarding of contracts to service providers,

including means to measure outcomes;

(d) Annual reports showing comparative outcomes by service providers and evaluations of contract performance;

(e) Monthly reporting on cashflow projections when Authority cash balance becomes negative for two consecutive months or more.

(f) An annual performance update on the Five-Year Plan or successor planning document.

Section 3. Subscribing Agency Service Contracts for the Provision of Homeless Services.

Subject to Board approval as needed under Article XI, Section 1, nothing herein shall prohibit the Authority from entering into contracts with Subscribing Agencies (“Subscribing Agency Contracts”) so long as (i) such contracts are subject to the availability of grant or other funding, (ii) upon request, copies of such contracts be provided to a Party, and (iii) such Subscribing Agency Contracts do not impair the obligations of the Authority to any Party or any other contractors. In consideration for the Authority providing such Homeless Services to a Subscribing Agency, that Subscribing Agency shall either provide Resources to the Authority or align the Subscribing Agency’s provision of related services consistent with the Authority’s budget, the Five-Year Plan or successor planning document, and the Authority’s Policies and Plans as approved by the Governing Board. The Authority shall fund and provide services across the County regardless of whether a local jurisdiction is a Subscribing Agency to this Agreement.

ARTICLE VIII

ORGANIZATION OF AUTHORITY

Section 1. Governing Board. As of the Amendment Effective Date, the Implementation Board and Governing Committee created under the Original ILA are superseded and replaced by a Governing Board comprised of elected officials serving ex officio and other members representing individuals with Lived Experience, as described in this Article. The Governing Board shall act as the governing and oversight body for the Authority and shall have the powers set out in this Agreement.

a. Governing Board Composition. The Governing Board shall be composed of the following members:

- i. The County Executive;
- ii. Two (2) members of the King County Council. One (1) of the two (2) Councilmembers shall represent a district that is in whole or in part located in Seattle and one (1) shall represent a district outside of Seattle;
- iii. Seattle Mayor;
- iv. Two (2) members of the Seattle City Council;

- v. Three (3) members who shall be elected officials from cities or towns other than Seattle and will be appointed by the Sound Cities Association; and
- vi. Three (3) members representing individuals with Lived Experience. The City of Seattle, King County, and Sound Cities Association shall each appoint one member with Lived Experience. Each of these members should possess demonstrable expertise, experience, and/or skill in one or more of the areas specified below:
 - a. Implementation of policies and practices that promote racial-ethnic equity within an organization of similar size and responsibility to the Authority
 - b. Fiscal oversight of entities with budgets of similar size to the Authority
 - c. Direction or oversight of business operations and/or strategy of a large public or private entity or organization
 - d. Federal Continuum of Care program governance and operations
 - e. Provision of services for persons experiencing homelessness or related social services with an emphasis on serving populations disproportionately represented among those experiencing homelessness
 - f. Academic research on topics related to homelessness and/or performance evaluation

The elected members of the Governing Committee established under the Original ILA shall serve as members of the Governing Board until their existing respective terms end. The members who represented individuals with Lived Experience on the Governing Committee under the Original ILA shall continue serving as members on the Governing Board until the respective appointments are made by the City of Seattle, King County, and Sound Cities Association.

When future Governing Board members are selected, each respective bloc referenced above in this Section 1a of Article VIII shall notify the other blocs of the names and contact information for that bloc's selected members. Notice to the County shall be sent to both the County Executive and the Chair of the County Council. Notice to Seattle shall be sent to both the Seattle Mayor and the president of the Seattle City Council. Notice to SCA shall be sent to the SCA Executive Director.

- b. Transition Matters. All prior actions of the Governing Committee and Implementation Board, including but not limited to the adoption of the Five-Year Plan, shall remain valid and in force until they expire by their nature or until superseded or repealed by the Governing Board. The Implementation Board may continue to meet through the end of 2024 and may, in its discretion, provide the Governing Board with a final report. The indemnification provisions under Article VIII, Section 3 of the Original ILA shall continue in effect with respect to Governing Committee and Implementation Board members for the duration of any applicable statute of limitations period.

Section 2: Powers and Authority of the Governing Board

The Governing Board is responsible for setting strategic policy direction for the Authority, providing fiscal oversight, and ensuring the Authority is making adequate progress in fulfilling its mission. The powers and authority of the Governing Board include:

- i. Approving or amending of:
 - Policies and Plans, as defined in Article I
 - Annual Budgets, including staffing and organizational structure
 - New or expanded initiatives and programs
- ii. Approving and monitoring performance metrics and monitoring and evaluating the performance of the Homeless Services system and Homeless Services programs funded by the Authority, and directing changes as needed to improve performance.
- iii. Providing fiduciary oversight, including through:
 - a. Annual review of year-end financial reports,
 - b. Monitoring of year-to-date financials reports at least quarterly, and
 - c. Acceptance of all public and private funding contracts.
- iv. Monitoring the Authority's progress on the timely implementation of goals and key deliverables associated with Policies and Plans, including review of an annual work plan that contains projects and activities to be undertaken during the budget period;
- v. Staying apprised of significant staffing and organizational changes.
- vi. Ensuring the Authority has effective leadership in place by conducting an annual Chief Executive Officer (CEO) performance evaluation based on well-defined and mutually agreed upon performance expectations, overseeing CEO hiring and termination processes, establishing a process for determining an appropriate compensation package, and implementing other actions as needed to fulfill these obligations.
- vii. Approving policies and procedures for competitive procurement of services, including but not limited to policies concerning the allocation of funding across program types and across cities, towns, and unincorporated areas in King County. This includes any re-procurement of services across the system or within a major service category.
- viii. Approving policies and procedures for oversight of major expenditures and other transactions, to include but not be limited to delegation of contracting authority to the CEO and the minimum standards for procurement of goods, services and property.
- ix. Regularly receiving and reviewing information from the Authority, in its capacity as the CoC Lead Entity, on issues such as Coordinated Entry performance and success in receiving CoC funds.
- x. Providing direction to the CEO to initiate conversations with the CoC Board or HUD if changes are needed to improve performance in areas related to the CoC.

- xi. Consulting with CEO on labor parameters for the negotiation of any labor agreements with specifics provided for in Board by-laws as needed.

The Governing Board may reasonably expect and request Authority staff to provide information necessary to ensure it can carry out these powers and authority. The Governing Board may delegate discrete powers and authorities to subcommittees as described in bylaws or by resolution. The Governing Board may elect to delegate discrete powers and authorities under subsection ii, iv, vii and ix of this Section 2 to the CEO.

Section 3: Actions Requiring Approval by Resolution and Voting. A general or particular authorization and concurrence of the Governing Board by resolution shall be necessary for any of actions specified elsewhere in this Agreement and as provided in Section 3 of this Article VIII.

Each individual Governing Board Member shall be a voting member and shall have one vote. A Governing Board Member may not split his or her vote on an issue. No voting by proxies or mail-in ballot is allowed. Voting by a designated alternate pursuant to the terms of the Bylaws or policies of the Authority is not considered a vote by proxy.

- i. The following actions of the Governing Board shall require an affirmative vote of a majority of Governing Board Members present, provided quorum requirements in Section 4 of this Article VIII are met:
 - a. Recommend to the County Council and Seattle City Council amendments to this Agreement;
 - b. Adopt and amend Bylaws of the Governing Board;
 - c. Approve performance metrics;
 - d. Approve an annual workplan for the Authority;
 - e. Approve new or revised sub-regional plans;
 - f. Change the name of the Authority;
 - g. Accept or convey an interest in real estate, except for i) lien releases or ii) satisfactions of a mortgage after payment has been received, or iii) the execution of a lease for a current term less than one (1) year;
 - h. To the extent permitted by State law, accept donation of money, property or other assets belonging to the Authority;
 - i. Adopt internal policies and procedures for oversight of major expenditures and other transactions;
 - j. Approve labor agreement for Authority staff.
- ii. The following actions shall require an affirmative vote of a two-thirds majority of Governing Board Members present, provided quorum requirements in Section 4 of this Article VIII are met:
 - a. Approve or amend Policies and Plans;
 - b. Approve or amend the Annual Budget;
 - c. Confirm the Chief Executive Officer.
- iii. Removal of the Chief Executive Officer shall require an affirmative vote of nine (9)

Members of the Governing Board.

Section 4: Organization

- i. **Officers.** Members of the Governing Board shall elect officers as provided under Article IX.
- ii. **Quorum.** At all meetings of the Governing Board, a quorum of the Governing Board must be present to do business on any issue. A quorum shall be defined as nine (9) members.
- iii. **Term.** The terms of the Seattle Mayor and the County Executive shall be co-terminus with their respective offices. The County Council and Seattle City Council shall determine which of its respective members shall serve on the Governing Board and such Members shall serve until replaced or until no longer a member of their respective Council. The Governing Board Members that are city elected officials from outside Seattle are appointed by the SCA and shall serve until replaced or until no longer eligible for appointment. The Governing Board Members representing individuals with Lived Experience shall serve for up to twenty-four months or as further defined in Governing Board by-laws.
- iv. **Consecutive Absences.** Any Governing Board Member who is absent for three consecutive regular meetings without excuse may, by resolution duly adopted by a majority vote of the remaining Governing Board Members, be deemed to have forfeited his or her position as Governing Board Member and that Member's position shall be vacant.
- v. **Forfeiting a Governing Board Member Position.** Pursuant to this Section 4 of Article VIII, forfeiture of a governing board membership position shall be effective immediately unless otherwise provided in the resolution. Any successor shall be selected in the same manner as the appointment for the forfeited Governing Board Member position.

Section 5. Right to Indemnification.

Each person who was, or is threatened to be made a party to or is otherwise involved (including, without limitation, as a witness) in any actual or threatened action, suit, or proceeding, whether civil, criminal, administrative, or investigative, by reason of the fact that he or she is or was a Governing Board Member or employee of the Authority acting within the course and scope of carrying out duties under this Agreement, whether the basis of such proceeding is alleged action in an official capacity as a director, trustee, officer, employee, or agent, or in any other capacity relating to the Authority, shall be indemnified and held harmless by the Authority to the full extent permitted by applicable law as then in effect, against all expense, liability and loss (including attorneys' fees, judgments, fines and amounts to be paid in settlement) actually and reasonably incurred or suffered by such person in connection therewith, and such indemnification shall continue as to a person who has ceased to be in such position and shall inure to the benefit of his or

her heirs, executors and administrators; provided, however, that except as provided in this Section 5 of Article VIII with respect to proceedings seeking to enforce rights to indemnification, the Authority shall indemnify any such person seeking indemnification in connection with a proceeding (or part thereof) initiated by such person only if such proceeding (or part thereof) was authorized by the Governing Board; provided, further, the right to indemnification conferred in this Section 5 of Article VIII shall be a contract right and shall include the right to be paid by the Authority the expenses incurred in defending any such proceeding in advance of its final disposition; provided, however, that the payment of such expenses in advance of the final disposition of a proceeding shall be made only upon delivery to the Authority of an undertaking, by or on behalf of such person, to repay all amounts so advanced if it shall ultimately be determined that such person is not entitled to be indemnified under this Section 5 of Article VIII or otherwise.

Provided, further, that the foregoing indemnity may not apply, at the discretion of the Authority, to any person from or on account of:

- a. Acts or omissions of such person finally adjudged to be reckless misconduct, intentional misconduct or a knowing violation of law; or
- b. Any transaction with respect to which it was finally adjudged that such person personally received a benefit in money, property, or services to which such person was not legally entitled.

If a claim under this Section 5 of Article VIII is not paid in full by the Authority within sixty (60) days after a written claim from a person indemnified under this Section has been received by the Authority, except in the case of a claim for expenses incurred in defending a proceeding in advance of its final disposition, in which case the applicable period shall be twenty (20) days, the claimant may at any time thereafter bring suit against the Authority to recover the unpaid amount of the claim and, to the extent successful in whole or in part, the claimant shall be entitled to be paid also the expense of prosecuting such claim. The claimant shall be presumed to be entitled to indemnification under this Section 5 of Article VIII upon submission of a written claim from a third-party that on its face is covered by Authority's indemnification obligation (and, in an action brought to enforce a claim for expenses incurred in defending any proceeding in advance of its final disposition, where the required undertaking has been tendered to the Authority), and thereafter the Authority shall have the burden of proof to overcome the presumption that the claimant is so entitled. Neither the failure of the Authority (including the Governing Board or independent legal counsel) to have made a determination prior to the commencement of such action that indemnification of or reimbursement or advancement of expenses to the claimant is proper nor a determination by the Authority (including its Governing Board Members or independent legal counsel) that the claimant is not entitled to indemnification or to the reimbursement or advancement of expenses shall be a defense to the action or create a presumption that the claimant is not so entitled.

The right of indemnification and the payment of expenses incurred in defending a proceeding in advance of its final disposition conferred in this Section 5 of Article VIII shall not be exclusive of any other right which any person may have or hereafter acquire under any statute, provision of this Agreement, Bylaws, any other agreement or otherwise.

The Authority shall maintain in full force and effect public liability insurance in an amount sufficient to cover potential claims for bodily injury, death or disability and for property damage,

which may arise from or be related to projects and activities of the Authority and its Governing Board Members, staff and employees.

Section 6. Conduct; Code of Ethics.

Governing Board Members, members of the Advisory Committee or other committee and employees of the Authority shall conduct themselves in accordance with all applicable laws, including but not limited to, chapter 42.23 RCW (the “Code of Ethics for Municipal Officers”), chapter 42.30 RCW (the “Open Public Meetings Act”), and this Agreement and policies of the Authority.

All letters, memoranda and electronic communications or information (including email) that relate to conduct of the Authority or the performance of any Authority function may be public records subject to disclosure under chapter 42.56 RCW (the “Washington Public Records Act”). In the event that the Authority or any Governing Board Member or any member of the Advisory Committee or other committee receives a request for such records, the Governing Board Member or any member of the Advisory Committee or other committee shall immediately provide the request to the public records officer of the Authority, and assist the public records officer in responding to the request.

Governing Board Members and members of the Advisory Committee or other committee shall respect the confidentiality requirements regarding personnel, real estate transactions, proprietary matters, and attorney-client privileged communications, including those requirements listed herein and any other confidential information that is gained through their positions with the Authority. The Authority, rather than any individual, is the holder of these privileges and protections and only the Authority may elect to waive any such privileges or protections.

Any Governing Board Member, member of the Advisory Committee or other committee or Authority employee who has an actual or potential interest, or whose immediate family member (spouse, partner, child, sibling, or parent) has an interest, in any matter before the Governing Board that would tend to prejudice his or her actions shall so publicly indicate according to the policies and procedures of the Authority. In such case any such individual shall recuse and refrain from voting upon and any manner of participation with respect to the matter in question so as to avoid any actual or potential conflict of interest. This requirement shall be in addition to all requirements under the Code of Ethics for Municipal Officers.

Governing Board Members, members of the Advisory Committee or other committee and employees of the Authority shall each submit an annual disclosure statement that requires the disclosure of any ownership or property or employment/affiliation with any party contracting with the Authority or providing services with the Authority. Any Governing Board Member and member of the Advisory Committee or other committee with such ownership interest, employment or affiliation shall recuse him or herself from participating in discussions, deliberations, preliminary negotiations, and votes if such property or employment/affiliation is directly benefiting from such action.

Notwithstanding anything herein to the contrary, the prohibition on conflicts of interest shall not apply to or otherwise prohibit a Governing Board Member from serving on the Board or voting on matters if such Member receives generally the same interest or benefits as are being made available

or provided to a group or class of low-income, homeless or formerly homeless persons intended to be the beneficiaries of the services provided by or through the Authority. To ensure a diversity of representation on the Advisory Committee or other committee, nothing herein shall prevent members of such bodies for whom service may be a financial hardship from receiving a stipend consistent with the stipend policies of similarly situated public and nonprofit boards.

ARTICLE IX

OFFICERS OF AUTHORITY; STAFFING

Section 1. Officers.

The Governing Board Members shall elect from among themselves persons to serve in the following Board offices: Chairperson and Vice Chairperson. The Governing Board Members may also create the offices of a Treasurer and Secretary which may be filled by Board Members, Authority employees or a Party's employee on loan to the Authority. In all cases the Chairperson and the Treasurer may not be the same person, and the Chairperson and the Vice Chairperson may not be the same person. The term of any officer shall expire one year after the officer is elected, or at such time as such officer's membership on the Board ceases or terminates, whichever is sooner. The Governing Board may, under this Agreement, adopt Bylaws providing for additional officers, and, to the extent not inconsistent with this Agreement, may adopt Bylaws governing the offices and tenure of officers; the number of positions, powers and duties, and term of each office; the manner of appointment, selection, or election of office holders and the appointing, selecting, or electing authority; performance of duties of the office upon illness, death, incapacity, or absence of the officer; the filling of vacancies; and any qualification for the office and conditions upon exercising its powers. Nothing prevents the Governing Board from appointing Co-Chairpersons or combining the offices of Chairperson and Vice Chairperson into co-chairs.

Section 2. Duties of Officers.

The officers shall perform duties customarily performed by officers of a board. On matters decided by the Governing Board, the signature of the Chairperson alone is sufficient to bind the corporation. The Vice-Chairperson shall perform the duties of the Chairperson without further authorization in the event the Chairperson is unable to perform the duties of the office due to absence, illness, death, or other incapacity, and shall discharge such other duties as pertain to the office as prescribed by the Governing Board. To the extent not provided herein, the officers of the Authority shall have the duties as set forth in the Bylaws.

Section 3. Incapacity of Officers.

If the Treasurer or the Chairperson is incapacitated, another officer as provided for in the Bylaws shall be authorized to perform such duties without further authorization. The Treasurer is not authorized to perform the duties of the Chairperson, nor is the Chairperson authorized to perform the duties of the Treasurer.

Section 4. Advisory Committee; Committees.

The Governing Board shall recognize a Continuum of Care Board created pursuant to 24 CFR Part 578 or its successor regulation to act as its Advisory Committee and serve the

Governing Board by providing a broad array of perspectives, if such Continuum of Care Board takes action to serve as the Governing Board's Advisory Committee. In the event that an existing Continuum of Care Board takes action to serve as the Authority's Advisory Committee, the Governing Board may confirm any or all of the members of the Continuum of Care Board as members of the Advisory Committee. The Advisory Committee shall be comprised of individuals with experience related to preventing and ending homelessness, including but not limited to: persons currently experiencing homelessness, populations disproportionately impacted by homelessness, Homelessness Services Providers, business, healthcare, labor and/or workforce, homeless housing and services, behavioral health services, criminal justice system, child welfare and data evaluation. The Advisory Committee membership composition must comply with the United States Department of Housing and Urban Development's Continuum of Care Board requirements defined in 24 CFR Part 578 or its successor regulations and should maximize the Seattle King County Continuum of Care's competitiveness for federal funds. Advisory Committee members shall not concurrently serve as members of the Governing Board.

The Governing Board may create additional committees and appoint individuals to such committees as set forth in the Bylaws or policies approved by the Governing Board.

Section 5. Chief Executive Officer.

- a. The Chief Executive Officer (CEO) is responsible to the Governing Board for the effective operations of the Authority and for carrying out all Policies and Plans approved by the Governing Board.
- b. The CEO shall work with the Governing Board to create a process that allows Governing Board members sufficient time and opportunity to review, provide guidance on and help shape Policies and Plans.
- c. The CEO and/or his or her designee will be the lead party responsible for negotiating labor agreements and will negotiate such agreements based on consultations with the Governing Board.
- d. The CEO shall recognize the significance of labor rights and existing collective bargaining agreements. The CEO shall also consider the compensation and working conditions of the Parties' existing employees "on loan" to the Authority, if applicable.
- e. The CEO is responsible for meeting any reporting deadlines established herein or by Governing Board resolution.
- f. The CEO will track and report on philanthropic activities and contributions, including both to the Authority and other major investments or initiatives by philanthropy in King County to address homelessness.
- g. The CEO will provide regular reports on CoC activities, including a timeline of key CoC application milestones, the content of the most recent CoC application to be submitted to HUD, the outcome of the Authority's CoC application, and information on the operations and outcomes of Coordinated Entry and permanent supportive housing with CoC funds. The CEO reports should also proactively identify any CoC related issues or challenges

and keep the Governing Board apprised of planned actions to address them.

- h. The CEO shall provide on-going reporting and documentation to the Governing Board as needed or requested to ensure the Governing Board can provide sufficient fiduciary oversight, strategic and policy direction and performance monitoring of the Authority. At a minimum, the Authority shall provide the following, working in consultation with the Governing Board on the specifics to be included and the requisite format:
 - i. Quarterly and year-end financial reports comparing actuals against budgeted amounts at the programmatic level and year-end projected expenditures based on actuals to date.
 - ii. Quarterly reports on the progress of the Authority, including key performance metrics and progress on implementing the Authority's annual work plan.
 - iii. When Authority cash flow balances are negative for two months in a row, the CEO or a designee must present to the KCEO Finance committee to authorize temporary use of County's cash pool to cover RHA's negative cash position.
- i. The CEO shall annually present an overview of the Authority's Proposed Budget, progress on the annual workplan, and an update on how the Authority is performing against performance metrics approved by the Governing Board to the (1) Seattle City Council or a committee thereof, as determined by the Seattle City Council; and (2) King County Council or a committee thereof, as determined by the County Council. The date of such annual presentations shall be determined at the discretion of the Parties.
- j. The following may be delegated to the CEO: (1) the authority to sign documents and contracts on behalf of the Authority; and (2) such other duties as delegated or assigned by the Governing Board.
- k. The CEO shall cause the Authority to carry out the Policies and Plans to be approved by the Governing Board, including through contracting for services, contracting to provide Homeless Services, making funding awards and doing all things necessary to oversee and carry out the implementation of the Authority's programs.
- l. The CEO shall actively and continuously consider and evaluate all means and opportunities toward the enhancement of operational effectiveness of Homeless Services so as to maximize the effectiveness of the Authority.

Section 6. Office of the Ombuds.

The Authority shall operate an Office of the Ombuds ("Office of the Ombuds") to promote public confidence in the Authority's ability to effectively, efficiently and equitably serve Customers. The Office of the Ombuds shall gather information from Customers, Contract Holders, and community members to support the Authority's efforts to improve the operations and outcomes of the Authority's Contract Holders; ensure ease of contact for Customers, Contract Holders, and community members and provide appropriate resources to resolve their concerns; implement strategies to collect, investigate, and respond to complaints and concerns about the delivery of

Homeless Services, policies, program administration, or other activities overseen or funded by the Authority; develop methods to respond to complaints or concerns in an equitable, impartial, and efficient manner; and be authorized to investigate complaints and issue findings, collect and analyze aggregate complaints data, and consult with Authority leadership and Customers, Contract Holders, and community members to design and recommend improvements in Homeless Services, funding or oversight. The Office of the Ombuds reports directly to the Authority CEO and shall provide a written report annually to the Governing Board on Office of the Ombuds activities and trends in the homeless response system derived from its interactions with Customers, Contract Holders, and community members who contact the office.

ARTICLE X

MEETINGS OF THE AUTHORITY

Section 1. Time and Place of Meetings.

The Governing Board shall determine the frequency of regular meetings needed to undertake their duties under this Agreement. No later than the last regular meeting of each calendar year, the Governing Board shall adopt a resolution specifying the date, time and place of regular meetings for the upcoming calendar year. A copy of the resolution shall be distributed in the same manner as notice of special meetings is provided pursuant to Section 3 of this Article X. At any regular meeting of the Governing Board, any business may be transacted and the Governing Board may exercise all of its powers. Special meetings of the Governing Board may be held from time to time in accordance with chapter 42.30 RCW (the “Open Public Meetings Act”) and Section 3 of this Article X.

Section 2. Notice of Regular Meetings.

At the beginning of each calendar year, the Authority shall post on its website the time and place of regular meetings of the Governing Board for that calendar year. As the Advisory Committee meeting schedule is established, the Authority shall post on its website those meeting times and places. In addition, the Authority shall provide reasonable notice of such meetings to any individual specifically requesting it in writing. If a regular meeting schedule is to be changed by resolution, a copy of the resolution shall be distributed in the same manner as notice of special meetings is provided pursuant to Section 3 of this Article X and the change posted on the Authority’s website.

Section 3. Notice of Special Meetings.

Except as provided in Section 10 of this Article X, notice of all special meetings of the Governing Board shall be given by the chairperson (or co-chair, if applicable) or by the majority of Governing Board Members calling the special meeting in accordance with RCW 42.30.080 by delivering personally, by electronic mail or by mail written notice at least 24 hours prior to the time of the meeting to each applicable Governing Board Member, to each local newspaper of general circulation and to each radio or television station that has requested notice and to any other individual specifically requesting it in writing, and posted on the Authority’s website. The call and notice of all special meetings shall specify the time and place of all special meetings and the business to be transacted. Notice of special meetings of the Advisory Committee shall comply with

24 CFR 578.

Section 4. Waiver of Notice.

Notice as provided herein may be deemed waived as to any Governing Board Member who, at or prior to the time the meeting convenes, files with the Authority a written waiver of notice or who is actually present at the meeting at the time it convenes. Such notice may also be dispensed with as to special meetings called to deal with an emergency involving injury or damage to persons or property or the likelihood of such injury or damage, where time requirements of such notice would make notice impractical and increase the likelihood of such injury or damage.

Section 5. Agendas.

In accordance with chapter 42.30 RCW (the “Open Public Meetings Act”) for the Governing Board, and in accordance with 24 CFR 578 for the Advisory Committee, at least 48 hours before any regular or special meetings, the agenda for that meeting shall be posted along with relevant meeting materials and also be emailed or otherwise provided to the Seattle Council Clerk and to the County Council Clerk.

Section 6. Open Public Meetings.

All meetings of the Governing Board shall be open to the public if and to the extent required by chapter 42.30 RCW (the “Open Public Meetings Act”). The Governing Board may hold executive sessions to consider matters enumerated in chapter 42.30 RCW (the “Open Public Meetings Act”) or as otherwise authorized by law. The meetings of the Advisory Committee shall be open to the public, except that the Advisory Committee may hold executive sessions as it deems necessary.

Section 7. Telephonic or Virtual Participation.

The Governing Board may participate in a regular or special meeting of the applicable body through the use of any means of communication by which all attending Governing Board Members and members of the public participating in such meeting can hear each other during the meeting. Any Governing Board Member participating in a meeting by such means is deemed to be present in person at the meeting for all purposes including, but not limited to, establishing a quorum.

Section 8. Parliamentary Authority.

The rules in the current edition of Robert’s Rules of Order Newly Revised, 11th Edition, shall govern the Authority in all cases to which they are applicable, where they are not inconsistent with this Agreement or with the special rules of order of the Bylaws of the respective body.

Section 9. Minutes.

Copies of the minutes of all regular or special meetings of the Governing Board shall be available to any person or organization that requests them. The minutes of all Governing Board meetings shall include a record of individual votes on all matters requiring Governing Board approval.

Section 10. First Meeting of the Governing Board.

The Seattle Mayor and the County Executive shall authorize the Authority to jointly notice the first meeting of the Governing Board as a special meeting and jointly prepare an agenda. This first meeting shall occur within 90 days of the Amendment Effective Date.

ARTICLE XI

MISCELLANEOUS

Section 1. Geographic Limitation.

The Authority may conduct activities outside of the County, subject, however, to a contract with a Subscribing Agency. The Authority shall not enter any interlocal agreements with other jurisdictions without the prior written authorization of the Governing Board.

Section 2. Safeguarding of Funds.

Authority funds shall be deposited in a qualified public depository as required by law. The Authority shall establish a special fund with the County treasurer to be designated the “Operating Fund of the King County Regional Homelessness Authority.” The County shall act as the fiscal agent and Treasurer of the Authority with the authority to hold and invest funds on the Authority’s behalf and make payments for approved expenditures.

Section 3. Public Records.

The Authority shall maintain all of its records in a manner consistent with the Preservation and Destruction of Public Records Act, chapter 40.14 RCW. The public shall have access to records and information of the Authority to the extent as may be required by applicable laws. All costs associated with complying with the Public Records Act, chapter 42.56 RCW, shall be borne by the Authority.

Section 4. Reports and Information; Audits.

Within nine (9) months after the end of the Authority’s fiscal year, the Authority shall file an annual report with the Finance Directors of the County and Seattle containing an audited statement of assets and liabilities, income and expenditures and changes in the Authority’s financial position during the previous year (or unaudited information if an audit is not yet available, to be promptly followed by audited information); a summary of significant accomplishments; a list of depositories used; a projected operating budget (which may be an annual budget, a biennial budget or other form as authorized by state law); and a list of members and officers of the Governing Board.

The Authority shall be subject to annual audits by the State Auditor, and by Seattle and the County at the option of each. The Authority shall, at any time during normal business hours, make available to the County Executive, the County Council, the Seattle Mayor, the Seattle City

Council, and the State Auditor for examination all of the Authority's financial records.

Section 5. Performance Audit.

The County and Seattle will cause a performance audit to be conducted and completed by a consulting firm selected by the County and Seattle no later than six years after the Governing Board confirms the initial Five-Year Plan. The performance audit report shall be transmitted to the clerks of both the King County Council and the Seattle City Council.

Section 6. Amendments to Agreement.

No additions to or alterations of the terms of this Agreement shall be valid unless made in writing, approved by the legislative authorities of each Party and executed by duly authorized agents of each Party.

Section 7. Nondiscrimination.

The Authority, its employees, agents, Contract Holders, and subcontractors, if any, shall at all times comply with any and all federal, state or local laws, ordinances, rules or regulations with respect to non-discrimination and equal employment opportunity, which may at any time be applicable to Seattle by law, contract or otherwise, including but not limited to all such requirements which may apply in connection with employment or the provision of services to the public.

Specifically, except as allowed by law, the following matters or activities shall not be directly or indirectly based upon or limited by age, sex, marital status, sexual orientation, race, creed, color, national origin, religion, pregnancy, gender, gender identity or expression, genetic information, domestic violence victimization, veteran or military status, or the presence of any sensory, mental, or physical disability or the use of a trained service animal by a person with a disability:

- a. Membership on the Governing Board;
- b. Employment, including solicitation or advertisements for employees; and
- c. Provisions of services to and contracts with the public.

Section 8. Labor Disputes.

Because labor disputes can lead to work stoppages or adversely impact the ability of the Authority to achieve desired outcomes, Seattle and the County have agreed and acknowledged in this Agreement that they have an interest in ensuring that the Authority's operations and progress are not interrupted or interfered with by work stoppages or other labor disputes. Accordingly, Seattle and the County have agreed, which is hereby confirmed in this Agreement, that the Authority and entities that contract with the Authority are required to adhere to labor laws, commit to promoting labor harmony, and take reasonable measures to avoid any work stoppages or labor disputes in their operations.

Section 9. Inventory and Property.

Property, equipment and furnishings for the operations of the Authority shall be acquired by the Authority as provided by law. If any Party furnishes property, equipment or furnishings for the

Authority's use, title to the same shall remain with the respective Party unless that property, equipment or furnishings are acquired by the Authority.

Section 10. Interlocal Cooperation Act.

a. This Agreement is intended to create a separate governmental administrative entity within the meaning of RCW 39.34.030(3) and not a "joint board" within the meaning of RCW 39.34.030(4)(a).

b. Each Party will file or post this Agreement as required by RCW 39.34.040.

Section 11. Notice to the Parties.

Any formal notice or communication to be given among the Parties to this Agreement shall be deemed properly given, if delivered either in physical or electronic means, or if mailed postage prepaid and addressed to:

King County
Attn: Director, Department of Community and Human Services 401 Fifth
Avenue, Suite 400
Mailstop CNK-HS-0400
Seattle, Washington 98104

City of Seattle
Attn: Director, Human Services Department
700 Fifth Ave., Suite 5800
Seattle, Washington 98104

Section 12. Additional Provisions.

a. **Integration.** This Agreement contains all of the terms and conditions agreed upon by the Parties hereto concerning the establishment of the Authority. No other understandings, oral or otherwise, regarding the subject matter of this Agreement shall be deemed to exist or to bind any of the Parties hereto. The Parties have read and understand all of this Agreement, and now state that no representation, promise, or agreement not expressed in this Agreement has been made to induce the officials of the Parties hereto to execute this Agreement.

b. **Severability.** In the event any provision of this Agreement shall be declared by a court of competent jurisdiction to be invalid, illegal, or unenforceable, the validity, legality and enforceability of the remaining provisions shall not, in any way, be affected or impaired thereby.

c. **Indemnification among the Parties Hereto.** To the maximum extent permitted by law, each Party shall defend, indemnify and hold harmless the other Party and its or their agents, employees, and/or officers, from any and all costs, claims, judgments, or awards of damages arising out of the negligent acts or omissions of such indemnifying party, its officers, employees or agents and shall process and defend at its own expense any and all claims, demands, suits, at law or equity, actions, penalties, losses, damages, or costs, of whatsoever kind or nature, brought against the other Party arising out of, in connection with, or incident to this Agreement and the

indemnifying Party's negligent performance or failure to perform any aspect of this Agreement. In the event any such liability arises from the concurrent negligence of the indemnifying party and another party, the indemnity obligation of this section shall apply only to the extent of the negligence of the indemnifying party and its actors.

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

e. No Third Party Beneficiary Rights. The provisions of this Agreement are for the sole benefit of the Parties, and they will not be construed as conferring any rights to any third party (including any third party beneficiary rights).

f. Authority Employees. Except for those employees "on-loan" from the Parties, the Authority shall be responsible for all federal and/or state tax, industrial insurance, wages and benefits or other compensation for all Authority employees.

g. Counterparts. This Agreement may be executed in any number of counterparts, each of whom shall be an original, but those counterparts will constitute one and the same instrument.

This Agreement is APPROVED this ____ day of _____, _____.

County Executive, King County

ATTEST:

[County Prosecuting Attorney]

RECEIPT ACKNOWLEDGED BY:

Mayor, City of Seattle

ATTEST:

City Clerk



King County

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

August 15, 2024

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

Dear Councilmember Upthegrove:

I am pleased to transmit a proposed amended and restated interlocal agreement between King County and the City of Seattle, and a proposed ordinance that would, if adopted, authorize the Executive to execute the amended restated interlocal agreement titled, “Amended and Restated Interlocal Agreement for the Establishment of the King County Regional Homelessness Authority Between King County and the City of Seattle Pursuant to RCW 39.34.030.”¹ The original interlocal agreement for the establishment of the King County Regional Homelessness Authority first went into effect on December 18, 2019.^{2,3} Since then, the needs of our region have changed dramatically in the face of emergency response to the COVID-19 pandemic and the region’s continued recovery from its effects. Approval of the proposed amended and restated interlocal agreement and proposed ordinance will reaffirm King County’s commitment to a regional approach to addressing homelessness, allow for the County’s continued support of the King County Regional Homelessness Authority, and update its structure to be more responsive to today’s needs.

Homelessness and housing insecurity remain chronic and serious problems across King County. Additionally, people of color continue to be overrepresented among people who struggle with homelessness and housing instability. To effectively address homelessness, a coordinated regional approach that includes an intentional effort to address the racial disparities among people experiencing homelessness is still needed. The adoption of the proposed ordinance and execution of the proposed, restated and amended interlocal agreement will continue the King County Regional Homelessness Authority and will advance a regional and equitable approach to addressing homelessness.

¹ RCW 39.34.030 [[LINK](#)].

² King County Ordinance 19039 [[LINK](#)].

³ City of Seattle Ordinance 126021 [[LINK](#)].

The Honorable Dave Upthegrove

August 15, 2024

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The original interlocal agreement established the King County Regional Homelessness Authority, a governmental administrative agency, to administer funding for consolidated, aligned homelessness service contracts. The Authority receives revenues from King County, the City of Seattle, and other public and private sources to advance its mission to administer effective, performance-based homeless services to support a high-functioning homelessness crisis response system to significantly decrease the incidence of unsheltered homelessness across King County using equity and social justice principles.

The proposed amended and restated interlocal agreement updates the original interlocal agreement that went into effect in 2019. Proposed amendments include streamlining the Authority's governance structure to improve oversight and accountability and making other changes to clarify roles, responsibilities, and processes. The proposed amended and restated interlocal agreement would continue the agreement for an indefinite period until terminated by either King County or the City of Seattle.

King County's Executive Branch collaborated with the City of Seattle and members of the Sound Cities Association to develop the proposed agreement with the shared overall goal of improving the effective delivery and coordination of services for individuals experiencing homelessness. When local governments, homeless service providers, and community members come together as a region, we can collectively and effectively address serious regional challenges, including reducing homelessness and supporting our neighbors who are unhoused. With these changes and its new leader, Dr. Kelly Kinnison, the King County Regional Homelessness Authority will be well positioned to lead this regional effort and continue to improve the delivery and coordination of services for people experiencing homelessness.

Thank you for your consideration of this proposed amended and restated interlocal agreement and proposed ordinance. I look forward to continuing to work with the King County Council, the City of Seattle, the Sound Cities Association, homeless service providers, people with lived experience of homelessness, and other community partners to strengthen our regional approach to administering an effective and equitable response to homelessness in our community.

If your staff have any questions, please contact Kelly Rider, Director, Department of Community and Human Services, at 206-263-5780.

Sincerely,



for

Dow Constantine
King County Executive

The Honorable Dave Upthegrove

August 15, 2024

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Enclosure

cc: King County Councilmembers

ATTN: Stephanie Cirkovich, Chief of Staff

Melani Hay, Clerk of the Council

Karan Gill, Chief of Staff, Office of the Executive

Penny Lipsou, Council Relations Director, Office of the Executive

Kelly Rider, Director, Department of Community and Human Services

2024 FISCAL NOTE

Ordinance/Motion:	
Title:	Amended and Restated King County Regional Homelessness Authority Interlocal Agreement
Affected Agency and/or Agencies:	Department of Community and Human Services (DCHS)
Note Prepared By:	Nicholas Makhani
Date Prepared:	8/1/2024
Note Reviewed By:	Christian Diaz
Date Reviewed:	8/8/2024

Description of request:

This is a fiscal note to accompany the ordinance authorizing the executive to execute the amended and restated interlocal agreement for the establishment of the King County Regional Homelessness Authority, a joint or cooperative undertaking with the city of Seattle and with such public agencies as are eligible under the terms of the interlocal agreement and applicable law. Funding from King County for the Authority is included in the 2023-2024 Adopted Budget. Future funding for the Authority consistent with this interlocal agreement is expected to be included in future Executive-proposed budget ordinances. Thus, this fiscal note requests no funding.

Revenue to:

Agency	Fund Code	Fund Name	2023-2024	2025	2026-2027
DCHS	2460	HCD	0	0	0
TOTAL			0	0	0

Expenditures from:

Agency	Fund Code	Fund	2023-2024	2025	2026-2027
DCHS	2460	HCD	0	0	0
TOTAL			0	0	0

Expenditures by Categories

	2023-2024	2025	2026-2027
	0	0	0
TOTAL	0	0	0

Does this legislation require a budget supplemental? No



King County

**Metropolitan King County Council
Regional Policy Committee**

STAFF REPORT

Agenda Item:	6	Name:	Leah Krekel-Zoppi, Andy Micklow, and Gene Paul
Proposed No.:	2024-B0102	Date:	September 3, 2024

SUBJECT

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

SUMMARY

Representatives from 4Culture will brief the committee on the implementation plan for the King County cultural access program, known as “Doors Open.” The legislation implementing Doors Open¹ required transmittal of an implementation plan to the King County Council by July 2024, and that the plan be referred to the Regional Policy Committee (RPC). The Doors Open ordinance requires an implementation plan to be approved by Council before program funding for 2025 and beyond can be distributed.

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

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

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

¹ Ordinance 19710

BACKGROUND

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

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

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

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

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

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

4Culture operates according to a Charter and Bylaws adopted by the County.⁶ County Code requires 4Culture to submit an annual report to the County and to meet with the

² Ordinance 14482

³ Ordinance 19036, Attachment A, Section 5.2.B

⁴ Ordinance 19036, Attachment A, Section 5.2.D and 5.2.E

⁵ K.C.C. 2.48.065, 2.48.075, and 2.48.085

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

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

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

Between 2001 and 2012, state law required that 40 percent of the lodging tax dedicated to arts and culture be set aside into a special account¹⁶ that was to be used to fund cultural programs from 2012 through 2020 when no lodging taxes would be available for cultural programs.

Building 4Culture Program. In 2015, King County and 4Culture partnered to establish an arts, cultural, heritage, and preservation capital funding program known as the Building for Culture program.¹⁷ The program provided \$28.5 million in bond-financed grants

⁶ Ordinance 14482

⁷ K.C.C. 2.49

⁸ RCW 67.28.180

⁹ RCW 67.28.180(3)(a)

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

¹¹ RCW 67.28.180(3)(b)

¹² RCW 67.28.180(3)(c)

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

¹⁴ RCW 67.28.180(3)(d), RCW 67.28.180(3)(h)(ii)

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

¹⁶ SESSB 6049

¹⁷ Motion 14406, Ordinances 18179, 18180, and 18181

funded by using the portion of the lodging tax that became available for cultural funding because the Kingdome bonds were repaid early.

The Building 4Culture Program included three components:

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

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

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

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

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

COVID-19 Impacts on Cultural Programs. The COVID-19 pandemic had a significant impact on the cultural sector. The Washington arts advocacy non-profit ArtsFund

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

¹⁹ Ordinances 18938, 18939, 18940, and 18941

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

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

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

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

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

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

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

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

²¹ RCW Chapter 36.160

²² <https://scfd.org/>

The Washington State Legislature changed the cultural access program statute in 2020 to remove the allocation requirements for King County and provide the county with the authority to determine the funding allocations for startup costs, administration, public school cultural access, and cultural organizations.²³

In April 2023, the state passed HB1575, which changed state law²⁴ to allow county legislative authorities to impose a cultural access program sales tax of up to 0.1 percent by ordinance. Additionally, if a county has not imposed a cultural access program sales tax by December 31, 2024, a city within that county may do so. The statute does not allow a county and city within that county to impose a cultural access program sales tax concurrently.

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

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

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

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

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

Doors Open. In December 2023, King County enacted the Doors Open cultural access program. The Doors Open program was based on community input gathered by 4Culture and was created to provide grant funding to arts, heritage, science, and historical preservation non-profit organizations to increase the public benefits cultural organizations provide throughout King County. The program includes funding to:

²³ SB 5792

²⁴ RCW 82.14.525

²⁵ Ordinance 18513

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

The Doors Open program is administered by 4Culture²⁶, King County's Cultural Development Authority, with oversight by the 4Culture Board of Directors and the King County Council.

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

ANALYSIS

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

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

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

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

Administrative costs	Up to 3%	\$3,000,000
Doors Open Programs	Approx. 72%	\$72,000,000
• Public school cultural access	Approx. 15%	\$10,800,000
• Launch funding for new/emerging organizations	Approx. 3%	\$2,250,000
• Countywide initiatives/projects	Approx. 7%	\$5,040,000
• Building for Equity (capital projects and equipment)	Approx. 10%	\$7,200,000
• Free public access to cultural experiences	Approx. 15%	\$10,800,000

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

• Operating support (e.g., rent, utilities, etc.)	Approx. 50%	\$36,000,000
Increasing capacity in geographic areas with less access (outside established cultural centers²⁷)	Approx. 25%	\$25,000,000

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

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

- itemization of start-up funding costs incurred or planned by 4Culture or King County
- guidelines for eligible expenditures for each Doors Open program, consistent with state law²⁸ and the Doors Open ordinance
- summary of the Doors Open programs and allocations
- criteria for awarding proceeds
- public benefit reporting framework, including standards for cultural organization reporting
- description of the annual application, panel, and approval process for awarding grants
- description of the grant contract and payment process
- description of the Doors Open program’s countywide plan to provide expertise, administrative assistance, and outreach.

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

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

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

²⁸ RCW 36.160

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

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

Other requirements for the Assessment Report include:

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

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

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

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

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

Support, Public School Cultural Access, Public Free Access, Building for Equity, Countywide Initiatives, and Launch. A summary and timeline of the Doors Open Assessment Report is also included in the Implementation Plan.

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

Review Schedule. The proposed ordinance was referred as a mandatory dual referral to the Committee of the Whole and then the Regional Policy Committee. Table 2 provides the anticipated legislative schedule for this item. Amendment deadlines are included in Attachment 2 to this staff report.

Table 2. PO 2024-0236 Legislative Review Schedule

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

INVITED

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

ATTACHMENTS

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



KING COUNTY

1200 King County Courthouse
516 Third Avenue
Seattle, WA 98104

Signature Report

Ordinance

Proposed No. 2024-0236.1

Sponsors Balducci and Zahilay

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

8 STATEMENT OF FACTS:

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

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

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

33 BE IT ORDAINED BY THE COUNCIL OF KING COUNTY:

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

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

KING COUNTY COUNCIL
KING COUNTY, WASHINGTON

Dave Upthegrove, Chair

ATTEST:

Melani Pedroza, Clerk of the Council

APPROVED this ____ day of _____, _____.

Dow Constantine, County Executive

Attachments: A. Doors Open Implementation Plan



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

Doors Open Implementation Plan

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1. Executive Summary

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

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

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

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

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

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

Doors Open Implementation Plan-on-a-Page

	2024 Doors Open Programs ²		2025-2031: Doors Open ³					
	Capital Facilities	Operating and Program Support	Sustained Support	Public School Cultural Access	Public Free Access	Building for Equity	Countywide Initiatives	Launch
Estimated Annual Funding	\$24.1M [Ord. 8.A.3.a]	\$24.1M [Ord. 8.A.3.a]	\$48.5M [Ord. 8.B.2.f]	\$14.6M [Ord. 8.B.2.a]	\$14.6M [Ord. 8.B.2.e]	\$9.7M [Ord. 8.B.2.d]	\$6.8M [Ord. 8.B.2.c]	\$2.9M [Ord. 8.B.2.b]
Programming or projects outside Seattle⁴	Minimum of \$6M	Minimum of \$6M	Minimum of \$24.3M across all programs					
Programming in Communities of Opportunity (COO) or for vulnerable populations⁵	Minimum of \$2.4M	Minimum of \$2.4M	Minimum of \$9.7M across all programs					
Grant Cycle/Timeline	One Time (first awards announced in December 2024)	One Time (first awards announced in December 2024)	Triennial	Annual	Annual	Annual	Annual	Annual
Estimated Number of applicants	175 to 225 projects	<ul style="list-style-type: none"> Heritage: 90 Preservation: 30 Arts: 500 Science and Tech: 80 	<ul style="list-style-type: none"> Heritage: 90 Preservation: 30 Arts: 500 Science and Tech: 80 	350 orgs across four disciplines	300 orgs across four disciplines	200 orgs across four disciplines	50 orgs across four disciplines	25-50 orgs across four disciplines
Primary Program Objective	Funding for building, remodeling, and buying specialized space that houses and facilitates cultural work	Funding to help organizations amplify their programming and support delivery of their mission	Help meet the ongoing needs of cultural organizations	Increase public school student access to cultural educational experiences	Increase access to cultural offerings	Support cultural building projects and create a pathway to equitable facilities funding	Support regional initiatives for cultural workforce development	Ensure that all areas and communities in the county have access to cultural experiences
Key Program Features	<ul style="list-style-type: none"> Project size categories; goal to fund the top 10% to 20% in each category Prioritizes projects that can begin within two years Prioritizes greater % of project funding for projects under \$1M Cultural space contribution requirements for projects greater than \$10M 	<ul style="list-style-type: none"> Low barrier application Panels by discipline 	<ul style="list-style-type: none"> Provides multi-year funding (up to three years) for operations or programming Low barrier application Panels by discipline 	<ul style="list-style-type: none"> Establishes central database Provides funding for cultural education offerings through programs at schools and cultural facilities Provides transportation funding for eligible school districts Helps schools and cultural organizations develop shared learning goals and a program plan 	<ul style="list-style-type: none"> Provides multi-year funding Low barrier application Reimbursement to orgs for the cost of free and reduced programming 	<ul style="list-style-type: none"> Provides multi-year funding Builds on Facilities and Capacity Building programs Adds equitable funding strategies to Equipment, Landmarks Capital, Emergency Capital programs Cultural space contribution requirements for eligible orgs 	<ul style="list-style-type: none"> Multi-year project-based funding for orgs providing services for cultural practitioners Support for workforce and career development 	<ul style="list-style-type: none"> Provides multi-year funding Start-up cost funding Multi-year operating support to new + emerging orgs Funding paired with capacity building + technical assistance

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

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

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

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

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

2. Implementation Plan Background

A. Introduction to Cultural Access Programs

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

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

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

In April 2023, the state passed HB1575 which changed state law⁸ to allow for county legislative authorities to impose a cultural access program sales tax of up to 0.1 percent by ordinance. Additionally, if a county has not imposed a cultural access program sales tax by December 31, 2024, a city within that county may do so. The statute does not allow a county and city within that county to concurrently impose a cultural access program sales tax.

B. Overview of 4Culture

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

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

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

⁶ RCW 36.160

⁷ <http://scfd.org/>

⁸ RCW 82.14.525

⁹ King County Ordinance 14482

¹⁰ [King County - File #: 2002-0365](#)

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

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

4Culture Governance and Accountability

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

C. Foundational Policies and Plans

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

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

¹¹ Ordinance 19036, Attachment A, Section 5.2.B

¹² Ordinance 19036, Attachment A, Section 5.2.D and 5.2.E

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

D. Ordinance Requirements Crosswalk

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

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

E. Doors Open Framework Overview

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

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

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

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

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

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

2024

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

2025 - 2031

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

¹³ [Office of Financial and Economic Analysis](#)

Ordinance Objective and Program/Investment Area Crosswalk

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

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

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

F. Doors Open Public Benefit Reporting Framework

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

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

General Public Benefits

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

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

Equity Inclusion Benefits

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

Geographic Inclusion Benefits

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

Reporting Standards for Funded Organizations

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

G. Leveraging 4Culture’s Strengths

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

Established Engagement and Communications Channels

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

Equity Priorities for Outreach, Engagement and Communications

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

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

4Culture’s Outreach Engagement Strategies

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

Content Focused Strategies

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

Visibility Focused Strategies

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

Language Focused Strategies

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

Example Outreach Partnerships

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

- Translated materials and subtitled online workshops

Geographic Access Focused Strategies

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

BIPOC Community Focused Strategies

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

Strategies in Action

Hello 4Culture

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

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

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

Tabling and Outreach Events

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

Email and Social Media

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

Technical Assistance

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

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

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

Established Contract and Payment Processes

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

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

3 months after the grant deadline

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

4-18 months after the grant deadline

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

H. Support Network Consulting Roster

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

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

Roster Topic Areas

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

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

I. Special Focus on Science and Technology Outreach

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

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

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

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

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

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

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

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

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

Science and Technology Grants

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

Science and technology grants do not support the following activities:

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

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

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

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

3. Doors Open and Implementation Plan Community Engagement

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

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

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

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

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

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

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

Program Summary

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

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

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

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

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

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

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

Program Allocations

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

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

Application Process

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

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

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

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

Panel Process

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

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

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

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

Award and Approval Process

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

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

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

Contract and Payment Process

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

The following information is shared directly with grant recipients:

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

B. One-time Operating Support Program

Program Summary

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

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

Program Allocations

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

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

Award amounts will be determined using a combination of:

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

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

Application Process

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

Program Criteria

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

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

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

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

Application Prompts

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

Applicants will be asked to provide the following information:

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

Panel Process

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

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

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

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

Award and Approval Process

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

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

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

Contract and Payment Process

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

The following information is shared directly with grant recipients:

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

C. Engagement and Communications Strategy for 2024 Doors Open Programs

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

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

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

Technical Assistance Workshops

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

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

5. Doors Open 2025-2031

A. Sustained Support

Program and Allocation Summary

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

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

Program Criteria

Heritage

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

Sustained Support

Estimated annual funding: \$48.5 million

Objective: Meet the ongoing needs of cultural organizations

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

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

Historic Preservation

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

Arts

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

Science and Technology

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

Application, Panel, and Award Process

Heritage

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

Award amounts have three components:

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

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

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

Historic Preservation

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

Award amounts have three components:

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

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

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

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

Arts

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

Award amounts have three components:

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

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

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

Science and technology

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

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

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

Engagement and communications plan

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

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

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

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

Public Benefit Reporting

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

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

B. Public School Cultural Access

Program Summary

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

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

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

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

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

Public School Cultural Access

Estimated annual funding: \$14.6 million

Objective: Increase public school student access to cultural educational experiences

Strategies:

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

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

Goals and Priorities for the Cultural Education Programs Roster

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

Roster Goals:

¹⁴ James Catterall, 2012.

¹⁵ Daniel H. Bowen, 2019.

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

Roster Priorities:

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

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

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

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

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

Goals and Priorities for Funding for Cultural Education Programs

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

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

Priorities

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

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

Process

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

Goals and Priorities for Funding Public School Transportation

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

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

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

Process for Delivery of Transportation Funds

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

Tentative Program Timeline, 2024-2025

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

Engagement and Communications Plan

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

2024 Stakeholder Engagement for Public Schools Cultural Access Program Design

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

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

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

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

Stakeholders and engagement methods:

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

2025 Public Schools Cultural Access Launch

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

Communications with Districts and Schools

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

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

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

Communications with Cultural Education Partners

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

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

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

Communications with Public

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

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

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

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

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

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

Public Benefit Reporting for Public Schools Cultural Access Program

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

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

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

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

Metrics related to benefits to public school students include:

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

Metrics related to benefits to public schools and staff include:

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

Metrics related to benefits to cultural organizations include:

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

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

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

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

C. Public Free Access

Program and Allocation Summary

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

Program Criteria

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

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

Application, panel, and award process

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

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

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

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

Public Free Access

Estimated annual funding: \$14.6 million

Objective: Increase access to cultural offerings

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

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

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

Public Benefit Reporting

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

D. Building for Equity

Program and Allocation Summary

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

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

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

Program Criteria

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

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

Building for Equity

Estimated annual funding: \$9.7 million

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

Strategies:

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

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

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

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

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

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

Emergency:

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

Unforeseen Opportunity:

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

Application, panel, and award process

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

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

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

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

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

Engagement and communications plan

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

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

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

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

Public Benefit Reporting

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

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

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

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

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

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

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

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

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

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

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

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

E. Countywide Initiatives

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

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

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

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

Countywide Initiatives

Estimated annual funding: \$6.8 million

Objective: Support regional initiatives for cultural workforce development

Strategies:

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

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

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

Field Services, Post-Pandemic

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

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

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

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

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

Program and Allocation Summary

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

Program Criteria

This program will be open to:

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

Examples of Field Service Providers in King County

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

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

Application, Panel, and Award Process

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

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

Engagement and communications plan

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

Partner organizations for the early development of Countywide Initiatives includes:

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

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

Public Benefit Reporting

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

- Number of programs and/or services provided

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

F. Launch

Program and Allocation Summary

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

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

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

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

Program Criteria

The Doors Open Ordinance states:

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

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

Launch

Estimated annual funding: \$2.9 million

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

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

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

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

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

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

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

Application, Panel, and Award process

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

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

Engagement and Communications Plan

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

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

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

Public Benefit Reporting

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

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

G. Outside of Seattle Program and Communities of Opportunity Program

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

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

Per the ordinance, the goals for this funding are:

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

Investments in Geographic Inclusion and Equity

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

Communities of Opportunity Composite Index Map

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

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

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

Outside of the City of Seattle

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

Communities of Opportunity

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

6. Measuring and Evaluating Doors Open Outcomes

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

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

Timeline for Assessment Report

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

Assessment Report Requirements

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

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

Per the Ordinance, the Assessment Report will include:

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

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

7. Appendices

A. Itemization of Doors Open Start-Up Costs

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

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

B. 2024 Board Directors

Staci Adman: Kenmore (District 1)

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

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

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

Leanne Guier: Pacific (District 7)

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

Angie Hinojos: Redmond (District 3)

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

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

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

Afua Kouyaté: Seattle (District 2)

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

Seth Margolis: Seattle (District 8)

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

Frank Martin: Skykomish (District 3)

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

Bryan Ohno: Kent (District 5)

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

AC Petersen: Kirkland (District 6)

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

Natasha Rivers, Secretary: Renton (District 5)

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

Latha Sambamurti: Redmond (District 6)

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

Steven Schindler, Treasurer: Issaquah (District 3)

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

Neil Strege: Renton (District 9)

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

Eugenia Woo, President: Seattle (District 2)

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

Ex Officio Members

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

C. 2024 Advisory Committee Members

Arts

Amy Dukes, Issaquah (District 3)

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

Sudeshna Sen: Seattle (District 3)

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

Lauren Superville: Seattle (District 7)

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

Bryan Ohno: Kent (District 5)

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

Jessica Ramirez: SeaTac (District 7)

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

Heritage

Christina Arokiasamy: Kent (District 5)

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

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

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

Suzanne Greathouse: Kenmore (District 1)

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

Rachael McAlister: Auburn (District 7)

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

Seth Margolis, Board Representative: Seattle (District 8)

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

Temi Odumosu: Seattle (District 2)

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

Historic Preservation

Stefanie Barrera: Seattle (District 2)

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

Justin Ivy: Seattle (District 2)

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

Robyn Mah: Shoreline (District 1)

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

Frank Martin, Board Representative: Skykomish (District 3)

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

Dawn Moser: Auburn (District 7)

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

Huy Pham: Seattle (District 8)

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

Public Art

Sonia-Lynn Abenojar: Seattle (District 2)

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

Leo Saul Berk: Seattle (District 2)

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

Kamari Bright: Seattle (District 4)

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

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

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

Kate Fernandez: Seattle (District 2)

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

Tommy Gregory: SeaTac (District 5)

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

Philippe Hyojung Kim: Seattle (District 2)

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

Keith McPeters: Seattle (District 8)

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

Science and Technology Working Group Participants

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

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

The Advisory Committee and Board Director Representative are in development.

Doors Open Implementation Plan (2024-0236)
King County Council Committee Review and Amendment Schedule
As of August 23, 2024

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



King County

Dow Constantine

King County Executive

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Seattle, WA 98104-1818

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TTY Relay: 711

www.kingcounty.gov

July 29, 2024

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

Dear Councilmember Upthegrove:

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

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

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

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

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

The Honorable Dave Upthegrove

July 29, 2024

Page 2

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

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

Sincerely,



for

Dow Constantine

King County Executive

Enclosure

cc: King County Councilmembers

ATTN: Stephanie Cirkovich, Chief of Staff

Melani Hay, Clerk of the Council

Karan Gill, Chief of Staff, Office of the Executive

Penny Lipsou, Council Relations Director, Office of the Executive

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

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

Brian Carter, Director, 4Culture

2023-2024 FISCAL NOTE

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

Description of request:

Implementation plan provides a framework for the Doors Open program.

Revenue to:

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

Expenditures from:

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

Expenditures by Categories

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

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

Notes and Assumptions:

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

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

Doors Open Implementation Plan-on-a-Page

	2024 Doors Open Programs ²		2025-2031: Doors Open ³					
	Capital Facilities	Operating and Program Support	Sustained Support	Public School Cultural Access	Public Free Access	Building for Equity	Countywide Initiatives	Launch
Estimated Annual Funding	\$24.1M [Ord. 8.A.3.a]	\$24.1M [Ord. 8.A.3.a]	\$48.5M [Ord. 8.B.2.f]	\$14.6M [Ord. 8.B.2.a]	\$14.6M [Ord. 8.B.2.e]	\$9.7M [Ord. 8.B.2.d]	\$6.8M [Ord. 8.B.2.c]	\$2.9M [Ord. 8.B.2.b]
Programming or projects outside Seattle⁴	Minimum of \$6M	Minimum of \$6M	Minimum of \$24.3M across all programs					
Programming in Communities of Opportunity (COO) or for vulnerable populations⁵	Minimum of \$2.4M	Minimum of \$2.4M	Minimum of \$9.7M across all programs					
Grant Cycle/Timeline	One Time (first awards announced in December 2024)	One Time (first awards announced in December 2024)	Triennial	Annual	Annual	Annual	Annual	Annual
Estimated Number of applicants	175 to 225 projects	<ul style="list-style-type: none"> Heritage: 90 Preservation: 30 Arts: 500 Science and Tech: 80 	<ul style="list-style-type: none"> Heritage: 90 Preservation: 30 Arts: 500 Science and Tech: 80 	350 orgs across four disciplines	300 orgs across four disciplines	200 orgs across four disciplines	50 orgs across four disciplines	25-50 orgs across four disciplines
Primary Program Objective	Funding for building, remodeling, and buying specialized space that houses and facilitates cultural work	Funding to help organizations amplify their programming and support delivery of their mission	Help meet the ongoing needs of cultural organizations	Increase public school student access to cultural educational experiences	Increase access to cultural offerings	Support cultural building projects and create a pathway to equitable facilities funding	Support regional initiatives for cultural workforce development	Ensure that all areas and communities in the county have access to cultural experiences
Key Program Features	<ul style="list-style-type: none"> Project size categories; goal to fund the top 10% to 20% in each category Prioritizes projects that can begin within two years Prioritizes greater % of project funding for projects under \$1M Cultural space contribution requirements for projects greater than \$10M 	<ul style="list-style-type: none"> Low barrier application Panels by discipline 	<ul style="list-style-type: none"> Provides multi-year funding (up to three years) for operations or programming Low barrier application Panels by discipline 	<ul style="list-style-type: none"> Establishes central database Provides funding for cultural education offerings through programs at schools and cultural facilities Provides transportation funding for eligible school districts Helps schools and cultural organizations develop shared learning goals and a program plan 	<ul style="list-style-type: none"> Provides multi-year funding Low barrier application Reimbursement to orgs for the cost of free and reduced programming 	<ul style="list-style-type: none"> Provides multi-year funding Builds on Facilities and Capacity Building programs Adds equitable funding strategies to Equipment, Landmarks Capital, Emergency Capital programs Cultural space contribution requirements for eligible orgs 	<ul style="list-style-type: none"> Multi-year project-based funding for orgs providing services for cultural practitioners Support for workforce and career development 	<ul style="list-style-type: none"> Provides multi-year funding Start-up cost funding Multi-year operating support to new + emerging orgs Funding paired with capacity building + technical assistance

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

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

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

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

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