



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)*

9:00 AM

Monday, September 30, 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 8:00 a.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>	
--	--	--

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.

- 1. Call to Order
- 2. Roll Call
- 3. Approval of Minutes **p. 4**

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

Minutes of September 3, 2024 Special meeting.



Discussion and Possible Action

- 4. [Proposed Ordinance No. 2024-0257](#) **p. 7**

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

Sponsors: Balducci, Dembowski and Zahilay

April Sanders, Council staff

	<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>	
---	---	---

Briefing

- 5. [Briefing No. 2024-B0109](#) **p. 73**

Doors Open Implementation Plan

Leah Krekel-Zoppi, Council staff

Andy Micklow, Council staff

Gene Paul, Council staff

Adjournment



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





King County

1200 King County
Courthouse
516 Third Avenue
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)*

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.

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.

1. Call to Order

Chair von Reichbauer called the meeting to order at 10:00 a.m.

2. Roll Call

Present: 10 - Arnold, Backus, Balducci, Birney, Moore, von Reichbauer, Zahilay, Srebnik, Nelson and Barón

Excused: 2 - Pavone and Woo

3. Approval of Minutes

Mayor Birney moved approval of the July 31, 2024 meeting minutes. There being no objections, the minutes were approved.

Discussion and Possible Action

4. Proposed Motion No. 2024-0228

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, briefed the Committee and answered questions from the members. There was an Amendment 1 moved by Mayor Birney and adopted.

Due to the design of the legislative tracking software used to produce the proceedings, the vote on this item is misreported. The correct vote is:

Votes: Yes: 12 - von Reichbauer, Balducci, Zahilay, Moore, Backus, Birney, Arnold, Srebnik voting as alternate for Pavone who was excused and Nelson voting as alternate for Woo who was excused.

No: 0
Excused: Pavone and Woo

A motion was made by Mayor Birney that this Motion be Recommended Do Pass Substitute. The motion carried by the following vote:

Yes: 13 - Arnold, Backus, Birney, Balducci, Moore, von Reichbauer, Zahilay, Srebnik, Nelson and Barón

Excused: 2 - Pavone and Woo

Briefing

5. Briefing No. 2024-B0101

King County Regional Homelessness Authority ILA

April Sanders, Council staff, briefed the Committee and answered questions from the members. Shannon Braddock, Deputy Executive, Office of the Executive, commented and answered questions from the members.

This matter was Presented

6. Briefing No. 2024-B0102

Doors Open Implementation Plan

Karan Gill, Chief of Staff, Office of the Executive, Aaron Rubardt, Deputy Budget Director, Office of Performance, Strategy, and Budget and Brian Carter, CEO, 4Culture, briefed the Committee via PowerPoint presentation and answered questions from the members.

This matter was Presented

Adjournment

The meeting was adjourned at 11:00 a.m.

Approved this _____ day of _____

Clerk's Signature



King County

**Metropolitan King County Council
Regional Policy Committee**

STAFF REPORT

Agenda Item:	4	Name:	April Sanders
Proposed No.:	2024-0257	Date:	September 30, 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.

The Seattle City Council approved their companion on September 24, 2024, with preintroduction technical and clarifying changes developed between County council and policy staff and City council and policy staff.

The Committee of the Whole passed the proposed ordinance out of committee on September 24th, 2024, amended by Amendment 1. [Amendment 1 reconciled the County's legislation with the changes made by the Seattle City Council through preintroduction changes. Amendment 1 struck the transmitted Attachment A. and inserted a revised Attachment A. dated September 24, 2024. The revised ILA corrected typos, utilized consistent formatting, made legal and clarifying changes, and removed the provision that the Governing Board would be required to accept all public and](#)

private funding contracts.

The Committee of the Whole action created a Version 2 of the proposed ordinance for consideration by 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.

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

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

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.

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.

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.

- 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 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."

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

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 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.

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

⁶ Chart taken from the Governing Committee Packet, December 2023

Table 1. Governance Review Subcommittee Preliminary Findings

Theme	Details
<p>1. Strengthen Current Governance Structure</p>	<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)
<p>2. Increase Meaningful Input and Decision Making with Better IB/GC Supports</p>	<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.
<p>3. Improve Understanding of KCRHA's Work</p>	<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
<p>4. Improve Policy and Program Alignment</p>	<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 budget allocation⁷. 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	--

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 change Governing Committee to Governing Board. Removes provisions related to the initial start-up period.
Term	Five years with an automatic renewal starting in the sixth year for an indefinite period until terminated by the City and County. 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.	Indefinite term until terminated by either party through an authorizing resolution from Seattle or motion from the County. 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.

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")	<p>12-member Governing Committee:</p> <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 	<p>12-member Governing Board:</p> <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 would be 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 would be 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 would be required to annually present an overview of the proposed annual</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).	budget and 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	<p>The ILA requires the adoption of a Five-Year Plan.</p> <p>The Plan is required to formalize the Sub-Regional planning processes and ensure they are developed in consultation with the Governing Committee, the Advisory Committee, and the Sound Cities Association.</p>	<p>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.</p>

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.

Executive staff elaborated that feedback has been consistent and has underscored the need for this ILA to streamline and align the work of KCRHA. Executive staff state that they understand that outreach has been expedited due to the short timeline to move this through two councils prior to their budget approval process.

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 was 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 organization. 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 passed companion legislation out of their Health and Human Services (HHS) Committee on September 11, 2024, with their full Council approving the legislation without further amendment on September 24, 2024.

The HHS committee adopted a version of the ILA that had been amended through preintroduction changes¹⁰. These changes were technical and clarifying changes developed between County Council's policy and legal staff and City Council's policy and legal staff, including correcting typos, utilizing consistent formatting, making legal and clarifying changes, and removing the provision that the Governing Board would be required to accept all public and private funding contracts.

Committee of the Whole Action. The Committee of the Whole passed the proposed ordinance out of committee on September 24, 2024, with Amendment 1. Amendment 1 reconciled the County's legislation with the changes made by the Seattle City Council through preintroduction changes (described above). Amendment 1 struck the transmitted Attachment A. and insert a revised Attachment A. dated September 24, 2024. The revised ILA corrected typos, utilized consistent formatting, made legal and clarifying changes, and removed the provision that the Governing Board would be required to accept all public and private funding contracts.

The Committee of the Whole action created a Version 2 of the proposed ordinance for consideration by the Regional Policy Committee.

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

¹⁰ Preintroduction changes are those made after legislation has been transmitted, but before a City Councilmember introduces the legislation.

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 2024-0257.2 (and its attachment)
2. Transmittal Letter
3. Fiscal Note
4. Example KCRHA Budget Process
5. Amended ILA Crosswalk



KING COUNTY

1200 King County Courthouse
516 Third Avenue
Seattle, WA 98104

Signature Report

Ordinance

Proposed No. 2024-0257.2

Sponsors Balducci, Dembowski and
Zahilay

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

Rod Dembowski, 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, dated September 24, 2024.

**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

TABLE OF CONTENTS

		Page
ARTICLE I	DEFINITIONS.....	1
ARTICLE II	AUTHORITY FOR KING COUNTY REGIONAL HOMELESSNESS AUTHORITY	4
	Section 1. King County Regional Homelessness Authority.....	4
ARTICLE III	DURATION OF AUTHORITY	4
	Section 1. Duration.....	4
	Section 2. Withdrawal	5
	Section 3. Termination	5
ARTICLE IV	PURPOSE, MISSION, AND GUIDING PRINCIPLES OF AUTHORITY	5
	Section 1. Purpose	5
	Section 2. Mission.....	5
	Section 3. Guiding Principles.....	5
	Section 4. Initial Start-Up; Scope of Work	7
ARTICLE V	POWERS OF AUTHORITY.....	7
	Section 1. Powers	7
ARTICLE VI	LIMITS ON AUTHORITY POWERS.....	9
	Section 1. Limits on Authority Powers	9
	Section 2. Limitation on Liability	11
	Section 3. Mandatory Disclaimer.....	11
ARTICLE VII	BUDGETING AND CONTRACTING.....	12
	Section 1. Provision of Funds	12
	Section 2. Information Required for Oversight of the Authority	14
	Section 3. Subscribing Agency Service Contracts for the Provision of Homeless Services	14
ARTICLE VIII	ORGANIZATION OF AUTHORITY.....	15
	Section 1. Governing Board.....	15
	Section 2. Right to Indemnification.....	23
	Section 3. Conduct; Code of Ethics	25
ARTICLE IX	OFFICERS OF AUTHORITY; STAFFING	26
	Section 1. Implementation Board Officers.....	26
	Section 2. Duties of Officers.....	27

	Section 3. Incapacity of Officers	27
	Section 4. Advisory Committee; Committees	27
	Section 5. Chief Executive Officer.....	27
	Section 6. Office of the Ombuds	29
ARTICLE X	MEETINGS OF THE AUTHORITY	30
	Section 1. Time and Place of Meetings.....	30
	Section 2. Notice of Regular Meetings	30
	Section 3. Notice of Special Meetings	31
	Section 4. Waiver of Notice	31
	Section 5. Agendas	31
	Section 6. Open Public Meetings	31
	Section 7. Telephonic Participation.....	31
	Section 8. Parliamentary Authority	32
	Section 9. Minutes.....	32
ARTICLE XI	MISCELLANEOUS	32
	Section 1. Geographic Limitation	32
	Section 2. Safeguarding of Funds	32
	Section 3. Public Records.....	33
	Section 4. Reports and Information; Audits	33
	Section 5. Performance Audit	33
	Section 6. Amendments to Agreement.....	33
	Section 7. Nondiscrimination	33
	Section 8. Labor Disputes	34
	Section 9. Inventory and Property	34
	Section 10. Interlocal Cooperation Act	34
	Section 11. Notice to the Parties	34
	Section 12. Additional Provisions	35

49
50
51
52

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

53 **ARTICLE I**
54 **DEFINITIONS**
55

56 As used herein the following capitalized terms shall have the following meanings. Terms not
57 otherwise defined herein shall have their dictionary meaning.
58

59 “Advisory Committee” means the committee serving as the Continuum of Care Board
60 created by the Continuum of Care pursuant to 24 CFR Part 578 or its successor regulation and
61 recognized by the Governing Board to serve in an advisory capacity to the Governing Board as set
62 forth herein.
63

64 “Annual Budget” means the Authority’s annual budget, approved by the Governing Board,
65 inclusive of all committed and anticipated fund sources, for the most current or upcoming calendar
66 year.
67

68 “Amendment Effective Date” is the date when the Amended and Restated Agreement is
69 effective, which shall be the date of the last signature of a Party.
70

71 “Agreement” means the Original ILA (defined in the Recitals) as amended and restated
72 herein.
73

74 “Authority” means the King County Regional Homelessness Authority formed by the
75 Parties as a separate governmental administrative agency pursuant to RCW 39.34.030.
76

77 “Bylaws” mean the Bylaws of the Governing Board, as they may be amended from time
78 to time.
79

80 “Chief Executive Officer” means the Chief Executive Officer confirmed by the Governing
81 Board as provided herein.
82

83 “Contract Holder” means an entity with which the Authority contracts to perform a
84 Homeless Service or other work.
85

86 “Continuum of Care” or “CoC” means the Federal Department of Housing and Urban
87 Development’s Continuum of Care Program (24 CFR 578) as amended by the Homeless
88 Emergency Assistance and Rapid Transition to Housing Act and related requirements and
89 responsibilities.
90

91 “County” means King County, a municipal corporation and a home rule charter county
92 organized under the laws of the State of Washington.
93

94 “County Council” means the legislative authority of the County.
95

96 “County Executive” means the King County Executive.
97

98 “Customers” means individuals and families experiencing homelessness or who are at
99 imminent risk of experiencing homelessness.
100

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

104
105 “Funder” means a person or entity that provides Resources to the Authority to be used in
106 the furtherance of the Authority’s purposes and mission.

107
108 “Funding Request” means the budget that the Authority submits to each Party for
109 consideration for the following fiscal year.

110
111 “Governing Board” means the board established pursuant to this Agreement to serve as the
112 governing and oversight body for the Authority.

113
114 “Governing Board Member(s)” or “Member(s) of the Governing Board” shall mean
115 individuals appointed to the Governing Board.

116
117 “Governing Committee” means the oversight committee established pursuant to Article
118 VIII of the Original ILA that served as the administrator for the Authority during the Original
119 ILA’s term.

120
121 “Homeless Services” means programs that serve Customers’ immediate needs related to
122 homelessness and housing instability, such as congregate and non-congregate shelter, hygiene
123 centers, diversion programs, rapid rehousing programs, safe parking, including for recreational
124 vehicles, and transitional housing.

125
126 “Homeless Services Provider” means an entity that provides Homeless Services to
127 Customers.

128
129 “Implementation Board” means the body that was responsible for advising the Governing
130 Committee during the Original ILA’s term.

131
132 “Interlocal Cooperation Act” means chapter 39.34 RCW as the same now exists or may
133 hereafter be amended, or any successor act or acts.

134
135 “Lived Experience” means current or past experience of housing instability or
136 homelessness, including individuals who have accessed or sought Homeless Services while fleeing
137 domestic violence and other unsafe situations.

138
139 “Master Services Agreement” means the contract between the Authority and a Party that
140 memorializes the services the Authority will provide in exchange for the Party’s funding of the
141 Authority or other consideration.

142
143 “Original ILA” is defined in the Recitals.

144
145 “Policies and Plans” means 1) major strategic documents which identify goals, strategies,
146 or actions that drive and inform the Authority’s major bodies of work, including but not limited to
147 the Five-Year Plan, sub-regional plans and annual work plans; 2) performance metrics used to
148 assess agency, provider, and system performance; and 3) a course of action that substantially

149 changes the Authority’s delivery of Homeless Services, including major changes in procurement
150 policies that may lead to significant shifts in the types and availability of services provided.

151
152 “Party” or “Party to this Agreement” means the County and Seattle individually. “Parties”
153 means the County and Seattle collectively.
154

155 “RCW” means the Revised Code of Washington.
156

157 “Resources” means those monies, employee time and facility space provided by an entity,
158 either through contract or donation to support the operation of the Authority or the operation of
159 Homeless Services.
160

161 “SCA” means the Sound Cities Association or successor interest.
162

163 “Seattle” means The City of Seattle, a municipal corporation and first-class home rule city
164 organized under the laws of the State of Washington.
165

166 “Seattle City Council” means the legislative authority of Seattle.
167

168 “Seattle Mayor” means the Mayor of Seattle.
169

170 “State” means the State of Washington.
171

172 “Sub-Regional Planning Activity” means efforts to analyze and articulate local needs,
173 priorities and solutions to address homelessness across the different areas of the County, inclusive
174 of Seattle and north, east, south, and rural King County.
175

176 “Subscribing Agencies” means governmental entities, including but not limited to the State,
177 counties other than King County, cities other than Seattle and housing authorities that contract,
178 pursuant to the terms of this Agreement, with the Authority for the Authority’s services.
179

180
181
182
183
184
185
186
187
188
189
190
191
192
193
194
195
196
197
198
199
200
201
202
203
204
205
206
207
208
209

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.

210 **ARTICLE IV**
211 **PURPOSE, MISSION, SCOPE OF WORK, AND GUIDING PRINCIPLES OF THE**
212 **AUTHORITY**
213

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

216
217 A. Administering funding for consolidated, aligned homelessness services for individuals
218 and families who are experiencing homelessness or who are at imminent risk of
219 experiencing homelessness in the jurisdictional boundaries of King County;

220
221 B. Receiving Resources from the County, Seattle, Funders and other public, federal, non-
222 profit and other private sources for the purposes of the Authority, and applying such
223 Resources as permitted by this Agreement; and

224
225 C. Providing such other services as determined to be necessary to implement this
226 Agreement.
227

228 **Section 2. Mission.** Administering effective, performance-based Homeless Services to support
229 a high-functioning homelessness crisis response system to significantly decrease the incidence of
230 unsheltered homelessness across King County using equity and social justice principles.
231

232 **Section 3. Scope of Work.** The focus and scope of the Authority’s work shall encompass the
233 following activities:

234
235 A. Administer contracts for Homeless Services programs that are in keeping with Policies
236 and Plans adopted by the Governing Board and supported by Authority Resources, that
237 support providing consolidated, aligned services for individuals and families who are
238 experiencing homelessness or who are at imminent risk of experiencing homelessness in
239 King County,

240
241 B. Conduct competitive procurement processes for Homeless Services,
242

243 C. Improve the delivery and coordination of Homeless Services, including through
244 development of performance outcomes, standardized contract terms, strategic use of data,
245 providing training to Homeless Service providers, and building the capacity of Homeless
246 Service providers to implement best practices and service improvements,
247

248 D. Develop severe weather policies and administer severe weather responses for people
249 experiencing homelessness, including contracts for seasonal weather shelters,
250

251 E. Serve as the Continuum of Care Lead Entity, as long as designated as such, which
252 includes:

253 1. Administering the Coordinated Entry System,
254

255 2. Coordinating the regular Continuum of Care application to the Department of
256 Housing and Urban Development,
257

258
259
260
261
262
263
264
265
266
267
268
269
270
271
272
273
274
275
276
277
278
279
280
281
282
283
284
285
286
287
288
289
290
291
292
293
294
295
296
297
298
299
300
301
302
303
304
305

- 3. Administering the Homelessness Management Information System (HMIS),
- 4. Administering Continuum of Care contracts, as applicable, and
- 5. 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 and 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, and

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:

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

B. The Authority shall be accountable in its decision-making processes and strategic planning to its Customers’ experiences and to persons with Lived Experience.

C. 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.

D. 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

306 disproportionately impacted by the experience of homelessness and different sub-regions
307 within King County. The Authority shall establish community-informed indicators,
308 performance measures, and outcomes that draw on both quantitative and qualitative data.
309

310 E. The Authority shall support continuous improvement of key systems and evaluate
311 community impact, including community engagement, Customer engagement, Continuum
312 of Care compliance, and an Office of the Ombuds.
313

314 F. The Authority shall advance equity and social justice in its processes, policies, and
315 outcomes by proactively seeking to eliminate racial-ethnic disproportionalities and other
316 statistically disproportionate inequities in the population experiencing homelessness and to
317 eliminate disparities in outcomes for people experiencing homelessness. The Authority shall
318 establish and operate under an equity-based decision-making framework to inform its
319 policy recommendations to the Governing Board, business process, and funding decisions.
320 This equity-based decision-making framework shall provide for inclusion of Customers of
321 the service system in decisions that will affect them; specify a framework for examining
322 policy and making recommendations to the Governing Board, business process, and
323 funding decisions with an explicit equity and racial justice analysis; and shall make
324 recommendations to the Governing Board on how to measure, evaluate, and respond to the
325 impact of its decision-making on its goals of advancing equity. This framework shall be
326 informed by people with Lived Experience and be approved by the Governing Board of
327 the Authority.
328

329 G. The Authority shall, where possible and as revenue and budgeting allows, implement
330 and support contracting processes and provider staff pay structures that promote high
331 quality services, service system professionalization, and reduction of undue provider staff
332 turnover.
333

334 H. The Authority shall be guided by housing first and other approaches consistent with
335 research, best practices, and innovation and that address the individual needs of those
336 experiencing homelessness, including but not limited to comprehensive substance use
337 disorder treatment, recovery housing, and behavioral health services.
338

339 I. The Authority shall value distinctions in local context, needs and priorities through
340 effective Sub-Regional Planning Activities. The Authority shall provide capacity to work
341 with stakeholders from geographically diverse parts of the region to analyze, identify, and
342 implement priority services distinct to those sub-regions. Sub-regions shall be defined by
343 the Governing Board, taking into consideration established sub-regional definitions
344 including the spheres of influence for A Regional Coalition for Housing (ARCH) and the
345 South King Housing and Homeless Partners (SKHHP) as well as any established County
346 guidance.
347

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

**ARTICLE V
POWERS OF AUTHORITY**

Section 1. Powers. Except as otherwise limited by State law and this Agreement, 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 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 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;

- 393 K. Secure financial assistance, including funds from the United States, a state, or any
394 political subdivision or agency for either Authority projects or activities;
395
- 396 L. Contract for, lease, and accept transfers, gifts or loans of funds or property from the
397 United States, a state, and any political subdivision or agency of either, including
398 property acquired by any such governmental unit through the exercise of its power of
399 eminent domain, and from corporations, associations, individuals or any other source, and
400 to comply with the terms and conditions thereof;
401
- 402 M. Manage, on behalf of the United States, a state, and any political subdivision or
403 agency of either, any property acquired by such entity through gift, purchase,
404 construction, lease, assignment, default, or exercise of the power of eminent domain;
405
- 406 N. Initiate, carry out, and complete such capital improvements of benefit to the public
407 consistent with this Agreement;
408
- 409 O. Recommend to the United States, a state, and any political subdivision or agency of
410 any of them, such security measures as the Authority may deem appropriate to maximize
411 the public interest in the County;
412
- 413 P. Provide advisory, consultative, training, educational, and community services or
414 advice to individuals, associations, corporations, or governmental agencies, with or
415 without charge;
416
- 417 Q. Control the use and disposition of Authority property, assets, and credit;
418
- 419 R. Invest and reinvest its monies;
420
- 421 S. Fix and collect charges for services rendered or to be rendered, and establish the
422 consideration for property transferred;
423
- 424 T. Maintain books and records as appropriate for the conduct of its affairs and make such
425 books and records available as required by law and this Agreement;
426
- 427 U. Carry on its operations, and use its property as allowed by law and consistent with this
428 Agreement; designate agents, and hire employees, prescribing their duties, qualifications,
429 and compensation; and secure the services of consultants for professional services,
430 technical assistance, or advice; and
431
- 432 V. Exercise and enjoy such additional powers as may be authorized by law, except as may
433 be expressly limited by the terms of this Agreement.

434 **ARTICLE VI**
435 **LIMITS ON AUTHORITY POWERS**
436

437 **Section 1. Limits on Authority Powers.** The Authority in all activities and transactions
438 shall be limited in the following respects:
439

440 A. The Authority shall have no power to issue debt or to levy taxes.
441

442 B. The Authority may not incur or create any liability that permits recourse by any
443 contracting party or member of the public against any assets, services, Resources, or credit
444 of the County or Seattle, unless otherwise explicitly agreed to in writing by such Party.
445

446 C. No funds, assets, or property of the Authority shall be used for any partisan political
447 activity or to further the election or defeat of any candidate for public office; nor shall any
448 funds or a substantial part of the activities of the Authority be used for publicity or
449 educational purposes designed to support or defeat legislation pending before the
450 Congress of the United States, or any state legislature or any governing body of any
451 political entity; provided, however, that funds may be used for representatives and staff of
452 the Authority to communicate with governmental entities and members of Congress of the
453 United States or any state legislature or any governing body of any political entity
454 concerning funding and other matters directly affecting the Authority, so long as such
455 activities do not constitute a substantial part of the Authority's activities and unless such
456 activities are specifically limited in this Agreement.
457

458 D. All revenues, assets, or credit of the Authority shall be applied toward or expended upon
459 services, projects, and activities authorized by this Agreement. No part of the revenues,
460 assets or credit of the Authority shall inure to the benefit of, or be distributable as such to,
461 Governing Board Members, members of the Advisory Committee or other committees,
462 officers or other private persons, except that the Authority is authorized and empowered
463 to:
464

465 1. Provide a per diem to nongovernmental Governing Board Members who request
466 compensation because serving on the Governing Board presents a financial hardship;
467

468 2. Reimburse Governing Board Members, members of the Advisory Committee
469 or other committee, and employees and others performing services for the
470 Authority for reasonable expenses actually incurred in performing their duties,
471 and compensate employees and others performing services for the Authority a
472 reasonable amount for services rendered;
473

474 3. Assist Governing Board Members, members of the Advisory Committee or
475 other committee, or employees as members of a general class of persons who
476 receive services provided by or through the Authority as long as no special
477 privileges or treatment accrues to such Governing Board Members, members of
478 the Advisory Committee or other committee or employees by reason of their
479 status or position in the Authority;
480

481 4. To the extent permitted by law, as subject to the provisions of Section 5 of Article

482 VIII, defend and indemnify any former Implementation Board members, any
483 former Governing Committee members, any current or former Governing Board
484 Members, or employees;

485
486 5. Purchase insurance to protect and hold personally harmless any former
487 Implementation Board members, former Governing Committee members, current or
488 former Governing Board Members, or employees and their successors from any
489 action, claim, or proceeding instituted against the foregoing individuals arising out of
490 the performance, in good faith, of duties for, or employment with, the Authority during
491 the applicable time periods of their performance and to hold these individuals harmless
492 from any expenses connected with the defense, settlement, or monetary judgments
493 from such actions, claims, or proceedings. The purchase of such insurance and its
494 policy limits shall be discretionary with the Governing Board, and such insurance
495 shall not be considered to be compensation to the insured individuals. The powers
496 conferred by this Subsection 1.D.5. of Article VI shall not be exclusive of any other
497 powers conferred by law to purchase liability insurance; and

498
499 6. Sell assets for a consideration greater than their reasonable market value or
500 acquisition costs, charge more for services than the expense of providing them, or
501 otherwise secure an increment in a transaction, or carry out any other transaction or
502 activity, as long as such gain is not the object or purpose of the Authority's
503 transactions or activities, and such gain shall be applied to providing Homeless
504 Services, and as long as no Party is charged more than its total annual or biennial
505 allocation as provided in this Agreement

506
507 E.. The Authority shall not issue shares of stock, pay dividends, make private
508 distribution of assets, make loans to its Governing Board Members, committee
509 members, or employees or otherwise engage in business for private gain.

510
511 **Section 2. Limitation on Liability.**

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

517
518 **Section 3. Mandatory Disclaimer.**

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

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

532
533 **ARTICLE VII**
534 **BUDGETING AND CONTRACTING**
535

536 **Section 1. Provision of Funds.**

537 A. The Authority shall annually submit a Funding Request to each of the Parties.
538 Funding Requests shall be made by the Authority to the Parties at the time and in the
539 form as determined to be necessary to comply with the fiscal and budget cycles of the
540 individual Party and that is consistent with the annual budget instructions issued by each
541 Party’s Executive branch. Parties shall provide monies to the Authority subject to the terms
542 of each Party’s Master Services Agreement, the additional provisions in this Article VII,
543 Section 1, and subject to each Party’s appropriation authority.

544
545 B. The Authority shall present its Funding Requests to each Party, as described in Section
546 1.A. of this Article VII, to the Governing Board for review prior to submitting it to each
547 Party.

548
549 C. The Authority shall submit an Annual Budget to the Governing Board for review and
550 adoption. The Authority’s Annual Budget shall be consistent with the funding
551 appropriated by each Party in that Party’s adopted budget and any other applicable
552 restrictions. The Governing Board should strive to approve the Authority’s Annual Budget
553 for the coming fiscal year in advance of the fiscal year effective date but shall approve the
554 Annual Budget no later than January 31 of the fiscal year in question. The Governing
555 Board may provide further direction on additional information needed and the preferred
556 form, level of detail, and timing of receipt.

557
558 D. It is Seattle’s intent to provide at least the same level of funding to the Authority that it
559 budgeted in 2019 for the Homeless Services contracts anticipated to be transferred to the
560 Authority and related administrative expenses, in all cases subject to annual budget
561 appropriations. In 2019 that amount was approximately \$73,000,000. Seattle’s funding
562 shall be reduced to the extent Seattle directly pays for programs and administration.

563
564 E. It is the County’s intent to provide at least the same level of funding to the Authority
565 that it budgeted in 2019 for the Homeless Services contracts anticipated to be transferred to
566 the Authority and related administrative expenses, subject to annual budget appropriations.
567 In 2019 that amount was approximately \$55,000,000. In accordance with the foregoing,
568 the County anticipates providing the following to the Authority, in all cases subject to
569 budget appropriations.

570
571 1. The County agrees to make facilities available to the Authority for Authority

572 operations. The County’s funding to the Authority in Section 1.E. of this Article
573 VII shall include the value of County space contributed by the County to the
574 Authority.
575

576 2. The County’s funding in Section 1.E. of this Article VII shall be reduced to the
577 extent the County directly pays for programs and administration.
578

579 F. The Parties shall enter into separate Master Services Agreements with the Authority
580 setting forth each Party’s respective processes and requirements to provide Resources or
581 other consideration to the Authority pursuant to the terms and conditions set forth herein
582 and in the Party’s Master Services Agreement with the Authority. The Parties shall
583 collaborate so that, to the extent possible, their Master Services Agreements have similar
584 and consistent terms, conditions, and requirements so as to reduce inefficiencies and avoid
585 any conflicting requirements for the Authority. The terms of the Master Agreements shall
586 be consistent with this Agreement; in the event of a conflict between a Master Agreement
587 and this Agreement, the terms of this Agreement shall prevail.
588

589 G. The Parties shall use their best efforts to coordinate the development of their respective
590 Master Agreements to ensure consistency and that the Authority shall be provided
591 adequate Resources to optimize the provision of Homeless Services with appropriate
592 accountability.
593

594 H. If the Authority applies for and receives Resources which had, in prior years, been
595 accredited to either Seattle or King County, then: (1) in future years, the amount of such
596 monies shall be credited towards the allocations as defined in Section 1.D. and 1.E. of this
597 Article VII, respectively, and (2) the Authority shall give first priority to providing
598 services to those persons who were previously served by such monies.
599

600 I. Seattle or the County may reduce their expected funding, set forth in Sections 1.D. and
601 1.E. of this Article VII respectively, commensurate with reductions or eliminations of
602 funding available for homelessness programs or services, by providing written notice to
603 the Authority and executing a unilateral amendment to the affected Party’s Master
604 Services Agreement.
605

606 J. The Authority shall comply with all Federal, State, Seattle and County statutory and
607 legal requirements, as applicable, in respect to all grant funds contributed by each Party.
608

609 K. The Authority shall be subject to annual audits by the State Auditor, and by Seattle and
610 the County, at the option of each.
611

612 **Section 2. Information Required for Oversight of the Authority.** Each of the Master
613 Agreements shall include provisions obligating the Authority to provide the following minimum
614 information to each Party:
615

616 A. An annual operating budget displaying the various sources and uses of Authority
617 revenues, with expenditures aggregated and disaggregated based on source;
618

619 B. Quarterly reporting on expenditures against budget, as well as full transparency into on-
620 going spending provided by access to the Authority’s financial systems;

621
622 C. Standards and procedures for the awarding of contracts to service providers,
623 including means to measure outcomes;

624
625 D. Annual reports showing comparative outcomes by service providers and
626 evaluations of contract performance;

627
628 E. Monthly reporting on cashflow projections when Authority cash balance becomes
629 negative for two consecutive months or more.

630
631 F. An annual performance update on the Five-Year Plan or successor planning
632 document.

633
634 **Section 3. Subscribing Agency Service Contracts for the Provision of Homeless Services.**
635 Subject to Board approval as needed under Article XI, Section 1, nothing herein shall prohibit the
636 Authority from entering into contracts with Subscribing Agencies (“Subscribing Agency
637 Contracts”) so long as (i) such contracts are subject to the availability of grant or other funding,
638 (ii) upon request, copies of such contracts be provided to a Party, and (iii) such Subscribing Agency
639 Contracts do not impair the obligations of the Authority to any Party or any other contractors. In
640 consideration for the Authority providing such Homeless Services to a Subscribing Agency, that
641 Subscribing Agency shall either provide Resources to the Authority or align the Subscribing
642 Agency’s provision of related services consistent with the Authority’s budget, the Five-Year Plan
643 or successor planning document, and the Authority’s Policies and Plans as approved by the
644 Governing Board. The Authority shall fund and provide services across the County regardless of
645 whether a local jurisdiction is a Subscribing Agency to this Agreement.

646
647 **ARTICLE VIII**
648 **ORGANIZATION OF AUTHORITY**
649

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

656
657 A. Governing Board Composition. The Governing Board shall be composed of the
658 following members:

- 659
660 1. The County Executive;
- 661
662 2. Two (2) members of the King County Council. One (1) of the two (2)
663 Councilmembers shall represent a district that is in whole or in part located in Seattle
664 and one (1) shall represent a district outside of Seattle;
- 665
666 3. Seattle Mayor;
- 667
668 4. Two (2) members of the Seattle City Council;

669
670 5. Three (3) members who shall be elected officials from cities or towns other than
671 Seattle and shall be appointed by the Sound Cities Association; and
672

673 6. Three (3) members representing individuals with Lived Experience. The City of
674 Seattle, King County, and Sound Cities Association shall each appoint one member
675 with Lived Experience. Each of these members should possess demonstrable
676 expertise, experience, and/or skill in one or more of the areas specified below:
677

678 a. Implementation of policies and practices that promote racial-ethnic equity
679 within an organization of similar size and responsibility to the Authority,
680

681 b. Fiscal oversight of entities with budgets of similar size to the Authority,
682

683 c. Direction or oversight of business operations and/or strategy of a large
684 public or private entity or organization,
685

686 d. Federal Continuum of Care program governance and operations,
687

688 e. Provision of services for persons experiencing homelessness or related
689 social services with an emphasis on serving populations disproportionately
690 represented among those experiencing homelessness, and
691

692 f. Academic research on topics related to homelessness and/or performance
693 evaluation.
694

695 The elected members of the Governing Committee established under the Original ILA shall
696 serve as members of the Governing Board until their existing respective terms end. The
697 members who represented individuals with Lived Experience on the Governing Committee
698 under the Original ILA shall continue serving as members on the Governing Board until the
699 respective appointments are made by the City of Seattle, King County, and Sound Cities
700 Association.
701

702 When future Governing Board members are selected, each respective bloc referenced above
703 in this Section 1.A. of Article VIII shall notify the other blocs of the names and contact
704 information for that bloc's selected members. Notice to the County shall be sent to both the
705 County Executive and the Chair of the County Council. Notice to Seattle shall be sent to
706 both the Seattle Mayor and the president of the Seattle City Council. Notice to SCA shall be
707 sent to the SCA Executive Director.
708

709 **B. Transition Matters.** All prior actions of the Governing Committee and Implementation
710 Board, including but not limited to the adoption of the Five-Year Plan, shall remain valid and
711 in force until those actions expire by their nature or until superseded or repealed by the
712 Governing Board. The Implementation Board may continue to meet in an advisory capacity
713 through the end of 2024 and may, in its discretion, provide the Governing Board with a final
714 report. The indemnification provisions under Article VIII, Section 5 of the Original ILA shall
715 continue in effect with respect to Governing Committee and Implementation Board members
716 for the duration of any applicable statute of limitations period.

717
718
719
720
721
722
723
724
725
726
727
728
729
730
731
732
733
734
735
736
737
738
739
740
741
742
743
744
745
746
747
748
749
750
751
752
753
754
755
756
757
758
759
760
761
762
763
764
765

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:

A. Approving or amending:

1. Policies and Plans, as defined in Article I,
2. Annual Budgets, including staffing and organizational structure, and
3. New or expanded initiatives and programs.

B. 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.

C. Providing fiduciary oversight, including through:

1. Annual review of year-end financial reports, and
2. Monitoring of year-to-date financials reports at least quarterly.

D. 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.

E. Staying apprised of significant staffing and organizational changes.

F. 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.

G. 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.

H. 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.

I. 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.

766 J. Providing direction to the CEO to initiate conversations with the CoC Board or HUD if
767 changes are needed to improve performance in areas related to the CoC.
768

769 K. Consulting with CEO on labor parameters for the negotiation of any labor agreements
770 with specifics provided for in Board by-laws as needed.
771

772 The Governing Board may reasonably expect and request Authority staff to provide information
773 necessary to ensure it can carry out these powers and authority. The Governing Board may delegate
774 discrete powers and authorities to subcommittees as described in bylaws or by resolution. The
775 Governing Board may elect to delegate discrete powers and authorities under subsection B., D., G.
776 and I. of this Section 2 to the CEO.
777

778 **Section 3: Actions Requiring Approval by Resolution and Voting.** A general or particular
779 authorization and concurrence of the Governing Board by resolution shall be necessary for any of
780 actions specified elsewhere in this Agreement for Governing Board approval or authorization
781 and as provided in Section 3 of this Article VIII.
782

783 Each individual Governing Board Member shall be a voting member and shall have one vote. A
784 Governing Board Member may not split his or her vote on an issue. No voting by proxies or mail-
785 in ballot is allowed. Voting by a designated alternate pursuant to the terms of the Bylaws or policies
786 of the Authority is not considered a vote by proxy.
787

788 A. The following actions of the Governing Board shall require an affirmative vote of a
789 majority of Governing Board Members present, provided quorum requirements in
790 Section 4 of this Article VIII are met:
791

- 792 1. Recommend to the County Council and Seattle City Council amendments to
793 this Agreement;
- 794 2. Adopt and amend Bylaws of the Governing Board;
- 795 3. Approve performance metrics;
- 796 4. Approve an annual work plan for the Authority;
- 797 5. Approve new or revised sub-regional plans;
- 798 6. Change the name of the Authority;
- 799 7. Accept or convey an interest in real estate, except for i) lien releases or ii)
800 satisfactions of a mortgage after payment has been received, or iii) the execution
801 of a lease for a current term less than one (1) year;
- 802 8. To the extent permitted by State law, accept donation of money, property or
803 other assets made to the Authority;
- 804 9. Adopt internal policies and procedures for oversight of major expenditures and
805 other transactions;
- 806
- 807
- 808
- 809
- 810
- 811
- 812
- 813

814
815 10. Approve labor agreement for Authority staff.
816

817 B. The following actions shall require an affirmative vote of a two- thirds majority of
818 Governing Board Members present, provided quorum requirements in Section 4 of this
819 Article VIII are met:

- 820
- 821 1. Approve or amend Policies and Plans;
 - 822
 - 823 2. Approve or amend the Annual Budget;
 - 824
 - 825 3. Confirm the Chief Executive Officer.
 - 826

827 C. Removal of the Chief Executive Officer shall require an affirmative vote of nine (9)
828 Members of the Governing Board.
829

830 **Section 4: Organization**

831

832 A. **Officers.** Members of the Governing Board shall elect officers as provided under Article
833 IX.

834

835 B. **Quorum.** At all meetings of the Governing Board, a quorum of the Governing Board
836 must be present to do business on any issue. A quorum shall be defined as nine (9)
837 members.

838

839 C. **Term.** The terms of the Seattle Mayor and the County Executive shall be co-terminus
840 with their respective offices. The County Council and Seattle City Council shall determine
841 which of its respective members shall serve on the Governing Board and such Members
842 shall serve until replaced or until no longer a member of their respective Council. The
843 Governing Board Members that are city elected officials from outside Seattle are appointed
844 by the SCA and shall serve until replaced or until no longer eligible for appointment. The
845 Governing Board Members representing individuals with Lived Experience shall serve for
846 up to twenty-four months or as further defined in Governing Board by-laws.

847

848 D. **Consecutive Absences.** Any Governing Board Member who is absent for three
849 consecutive regular meetings without excuse may, by resolution duly adopted by a
850 majority vote of the remaining Governing Board Members, be deemed to have forfeited
851 his or her position as Governing Board Member and that Member's position shall be
852 vacant.

853

854 E. **Forfeiting a Governing Board Member Position.** Pursuant to this Section 4 of
855 Article VIII, forfeiture of a governing board membership position shall be effective
856 immediately unless otherwise provided in the resolution. Any successor shall be selected
857 in the same manner as the appointment for the forfeited Governing Board Member
858 position.
859

860 **Section 5. Right to Indemnification.**

861 Each person who was, or is threatened to be made a party to or is otherwise involved (including,

862 without limitation, as a witness) in any actual or threatened action, suit, or proceeding, whether
863 civil, criminal, administrative, or investigative, by reason of the fact that he or she is or was a
864 Governing Board Member or employee of the Authority, or was a former member of either the
865 Governing Committee or Implementation Board, acting within the course and scope of carrying
866 out duties under this Agreement, whether the basis of such proceeding is alleged action in an
867 official capacity as a director, trustee, officer, employee, or agent, or in any other capacity relating
868 to the Authority, shall be indemnified and held harmless by the Authority to the full extent
869 permitted by applicable law as then in effect, against all expense, liability and loss (including
870 attorneys' fees, judgments, fines and amounts to be paid in settlement) actually and reasonably
871 incurred or suffered by such person in connection therewith, and such indemnification shall
872 continue as to a person who has ceased to be in such position and shall inure to the benefit of his or
873 her heirs, executors and administrators; provided, however, that except as provided in this Section
874 5 of Article VIII with respect to proceedings seeking to enforce rights to indemnification, the
875 Authority shall indemnify any such person seeking indemnification in connection with a
876 proceeding (or part thereof) initiated by such person only if such proceeding (or part thereof) was
877 authorized by the Governing Board; provided, further, the right to indemnification conferred in
878 this Section 5 of Article VIII shall be a contract right and shall include the right to be paid by the
879 Authority the expenses incurred in defending any such proceeding in advance of its final
880 disposition; provided, however, that the payment of such expenses in advance of the final
881 disposition of a proceeding shall be made only upon delivery to the Authority of an undertaking,
882 by or on behalf of such person, to repay all amounts so advanced if it shall ultimately be determined
883 that such person is not entitled to be indemnified under this Section 5 of Article VIII or otherwise.
884

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

887
888 A. Acts or omissions of such person finally adjudged to be reckless misconduct, intentional
889 misconduct or a knowing violation of law; or

890
891 B. Any transaction with respect to which it was finally adjudged that such person
892 personally received a benefit in money, property, or services to which such person was not
893 legally entitled.
894

895 If a claim under this Section 5 of Article VIII is not paid in full by the Authority within sixty (60)
896 days after a written claim from a person indemnified under this Section has been received by the
897 Authority, except in the case of a claim for expenses incurred in defending a proceeding in
898 advance of its final disposition, in which case the applicable period shall be twenty (20) days, the
899 claimant may at any time thereafter bring suit against the Authority to recover the unpaid amount
900 of the claim and, to the extent successful in whole or in part, the claimant shall be entitled to be
901 paid also the expense of prosecuting such claim. The claimant shall be presumed to be entitled
902 to indemnification under this Section 5 of Article VIII upon submission of a written claim from a
903 third-party that on its face is covered by Authority's indemnification obligation (and, in an action
904 brought to enforce a claim for expenses incurred in defending any proceeding in advance of its
905 final disposition, where the required undertaking has been tendered to the Authority), and
906 thereafter the Authority shall have the burden of proof to overcome the presumption that the
907 claimant is so entitled. Neither the failure of the Authority (including the Governing Board or
908 independent legal counsel) to have made a determination prior to the commencement of such
909 action that indemnification of or reimbursement or advancement of expenses to the claimant is

910 proper nor a determination by the Authority (including its Governing Board Members or
911 independent legal counsel) that the claimant is not entitled to indemnification or to the
912 reimbursement or advancement of expenses shall be a defense to the action or create a
913 presumption that the claimant is not so entitled.
914

915 The right of indemnification and the payment of expenses incurred in defending a proceeding in
916 advance of its final disposition conferred in this Section 5 of Article VIII shall not be exclusive
917 of any other right which any person may have or hereafter acquire under any statute, provision of
918 this Agreement, Bylaws, any other agreement or otherwise.
919

920 The Authority shall maintain in full force and effect public liability insurance in an amount
921 sufficient to cover potential claims for bodily injury, death or disability and for property damage,
922 which may arise from or be related to projects and activities of the Authority and its Governing
923 Board Members, staff and employees.
924

925 **Section 6. Conduct; Code of Ethics.**

926 Governing Board Members, members of the Advisory Committee or other committee and
927 employees of the Authority shall conduct themselves in accordance with all applicable laws,
928 including but not limited to, chapter 42.23 RCW (the “Code of Ethics for Municipal Officers”),
929 chapter 42.30 RCW (the “Open Public Meetings Act”), and this Agreement and policies of the
930 Authority.
931

932 All letters, memoranda and electronic communications or information (including email) that
933 relate to conduct of the Authority or the performance of any Authority function may be public
934 records subject to disclosure under chapter 42.56 RCW (the “Washington Public Records Act”).
935 In the event that the Authority or any Governing Board Member or any member of the Advisory
936 Committee or other committee receives a request for such records, the Governing Board Member
937 or any member of the Advisory Committee or other committee shall immediately provide the
938 request to the public records officer of the Authority and assist the public records officer in
939 responding to the request.
940

941 Governing Board Members and members of the Advisory Committee or other committee shall
942 respect the confidentiality requirements regarding personnel, real estate transactions, proprietary
943 matters, and attorney-client privileged communications, including those requirements listed
944 herein and any other confidential information that is gained through their positions with the
945 Authority. The Authority, rather than any individual, is the holder of these privileges and
946 protections and only the Authority may elect to waive any such privileges or protections.
947

948 Any Governing Board Member, member of the Advisory Committee or other committee or
949 Authority employee who has an actual or potential interest, or whose immediate family member
950 (spouse, partner, child, sibling, or parent) has an interest, in any matter before the Governing Board
951 that would tend to prejudice his or her actions shall so publicly indicate according to the policies
952 and procedures of the Authority. In such case any such individual shall recuse and refrain from
953 voting upon and any manner of participation with respect to the matter in question so as to avoid
954 any actual or potential conflict of interest. This requirement shall be in addition to all
955 requirements under the Code of Ethics for Municipal Officers.
956

957 Governing Board Members, members of the Advisory Committee or other committee and

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

965
966 Notwithstanding anything herein to the contrary, the prohibition on conflicts of interest shall not
967 apply to or otherwise prohibit a Governing Board Member from serving on the Board or voting on
968 matters if such Member receives generally the same interest or benefits as are being made available
969 or provided to a group or class of low-income, homeless or formerly homeless persons intended to
970 be the beneficiaries of the services provided by or through the Authority. To ensure a diversity of
971 representation on the Advisory Committee or other committee, nothing herein shall prevent
972 members of such bodies for whom service may be a financial hardship from receiving a stipend
973 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

1012 Governing Board by providing a broad array of perspectives, if such Continuum of Care Board
1013 takes action to serve as the Governing Board’s Advisory Committee. In the event that an existing
1014 Continuum of Care Board takes action to serve as the Authority’s Advisory Committee, the
1015 Governing Board may confirm any or all of the members of the Continuum of Care Board as
1016 members of the Advisory Committee. The Advisory Committee shall be comprised of individuals
1017 with experience related to preventing and ending homelessness, including but not limited to:
1018 persons currently experiencing homelessness, populations disproportionately impacted by
1019 homelessness, Homelessness Services Providers, business, healthcare, labor and/or workforce,
1020 homeless housing and services, behavioral health services, criminal justice system, child welfare
1021 and data evaluation. The Advisory Committee membership composition must comply with the
1022 United States Department of Housing and Urban Development’s Continuum of Care Board
1023 requirements defined in 24 CFR Part 578 or its successor regulations and should maximize the
1024 Seattle King County Continuum of Care’s competitiveness for federal funds. Advisory
1025 Committee members shall not concurrently serve as members of the Governing Board.
1026

1027 The Governing Board may create additional committees and appoint individuals to such
1028 committees as set forth in the Bylaws or policies approved by the Governing Board.
1029

1030 **Section 5. Chief Executive Officer.**

1031 A. The Chief Executive Officer ("CEO") is responsible to the Governing Board for the
1032 effective operations of the Authority and for carrying out all Policies and Plans approved by
1033 the Governing Board.
1034

1035 B. The CEO shall work with the Governing Board to create a process that allows Governing
1036 Board members sufficient time and opportunity to review, provide guidance on, and help
1037 shape Policies and Plans.
1038

1039 C. The CEO and/or his or her designee shall be the lead party responsible for negotiating
1040 labor agreements and shall negotiate such agreements based on consultations with the
1041 Governing Board.
1042

1043 D. The CEO shall recognize the significance of labor rights and existing collective bargaining
1044 agreements. The CEO shall also consider the compensation and working conditions of the
1045 Parties’ existing employees “on loan” to the Authority, if applicable.
1046

1047 E. The CEO is responsible for meeting any reporting deadlines established herein or by
1048 Governing Board resolution.
1049

1050 F. The CEO shall track and report on philanthropic activities and contributions, including
1051 both to the Authority and other major investments or initiatives by philanthropy in King
1052 County to address homelessness.
1053

1054 G. The CEO shall provide regular reports on CoC activities, including a timeline of key CoC
1055 application milestones, the content of the most recent CoC application to be submitted to
1056 HUD, the outcome of the Authority’s CoC application, and information on the operations
1057 and outcomes of Coordinated Entry and permanent supportive housing with CoC funds. The
1058 CEO reports should also proactively identify any CoC related issues or challenges and keep
1059 the Governing Board apprised of planned actions to address them.
1060

1061 H. The CEO shall provide on-going reporting and documentation to the Governing Board as
1062 needed or requested to ensure the Governing Board can provide sufficient fiduciary oversight,
1063 strategic and policy direction, and performance monitoring of the Authority. At a minimum,
1064 the Authority shall provide the following, working in consultation with the Governing Board
1065 on the specifics to be included and the requisite format:
1066

1067 1. Quarterly and year-end financial reports comparing actuals against budgeted
1068 amounts at the programmatic level and year-end projected expenditures based on
1069 actuals to date.
1070

1071 2. Quarterly reports on the progress of the Authority, including key performance
1072 metrics and progress on implementing the Authority’s annual work plan.
1073

1074 3. When Authority cash flow balances are negative for two months in a row, the
1075 CEO or a designee must present to the KCEO Finance committee and receive
1076 authorization for temporary use of County’s cash pool to cover the Authority’s
1077 negative cash position.
1078
1079

1080 I. The CEO shall annually present an overview of the Authority’s Proposed Budget,
1081 progress on the annual work plan, and an update on how the Authority is performing against
1082 performance metrics approved by the Governing Board, to the (1) Seattle City Council or a
1083 committee thereof, as determined by the Seattle City Council; and (2) King County Council
1084 or a committee thereof, as determined by the County Council. The date of such annual
1085 presentations shall be determined at the discretion of the Parties.
1086

1087 J. The following may be delegated to the CEO: (1) the authority to sign documents and
1088 contracts on behalf of the Authority; and (2) such other duties as delegated or assigned by
1089 the Governing Board.
1090

1091 K. The CEO shall cause the Authority to carry out the Policies and Plans to be approved by
1092 the Governing Board, including through contracting for services, contracting to provide
1093 Homeless Services, making funding awards and doing all things necessary to oversee and
1094 carry out the implementation of the Authority’s programs.
1095

1096 L. The CEO shall actively and continuously consider and evaluate all means and
1097 opportunities to further the enhancement of operational effectiveness of Homeless Services.
1098
1099

1100 **Section 6. Office of the Ombuds.**

1101 The Authority shall operate an Office of the Ombuds (“Office of the Ombuds”) to promote public
1102 confidence in the Authority’s ability to effectively, efficiently and equitably serve Customers. The
1103 Office of the Ombuds shall gather information from Customers, Contract Holders, and community
1104 members to support the Authority’s efforts to improve the operations and outcomes of the
1105 Authority’s Contract Holders; ensure ease of contact for Customers, Contract Holders, and
1106 community members and provide appropriate resources to resolve their concerns; implement
1107 strategies to collect, investigate, and respond to complaints and concerns about the delivery of
1108 Homeless Services, policies, program administration, or other activities overseen or funded by the
1109 Authority; develop methods to respond to complaints or concerns in an equitable, impartial, and
1110 efficient manner; and be authorized to investigate complaints and issue findings, collect and

1111 analyze aggregate complaints data, and consult with Authority leadership and Customers, Contract
1112 Holders, and community members to design and recommend improvements in Homeless Services,
1113 funding or oversight. The Office of the Ombuds reports directly to the Authority CEO and shall
1114 provide a written report annually to the Governing Board on Office of the Ombuds activities and
1115 trends in the homeless response system derived from its interactions with Customers, Contract
1116 Holders, and community members who contact the office.

1117

1118

ARTICLE X MEETINGS OF THE AUTHORITY

1119

1120

Section 1. Time and Place of Meetings.

1122 The Governing Board shall determine the frequency of regular meetings needed to undertake
1123 their duties under this Agreement. No later than the last regular meeting of each calendar year,
1124 the Governing Board shall adopt a resolution specifying the date, time and place of regular
1125 meetings for the upcoming calendar year. A copy of the resolution shall be distributed in the
1126 same manner as notice of special meetings is provided pursuant to Section 3 of this Article X. At
1127 any regular meeting of the Governing Board, any business may be transacted and the Governing
1128 Board may exercise all of its powers. Special meetings of the Governing Board may be held
1129 from time to time in accordance with chapter 42.30 RCW (the “Open Public Meetings Act”) and
1130 Section 3 of this Article X.

1131

Section 2. Notice of Regular Meetings.

1133 At the beginning of each calendar year, the Authority shall post on its website the time and place
1134 of regular meetings of the Governing Board for that calendar year. As the Advisory Committee
1135 meeting schedule is established, the Authority shall post on its website those meeting times and
1136 places. In addition, the Authority shall provide reasonable notice of such meetings to any
1137 individual specifically requesting it in writing. If a regular meeting schedule is to be changed by
1138 resolution, a copy of the resolution shall be distributed in the same manner as notice of special
1139 meetings is provided pursuant to Section 3 of this Article X and the change posted on the
1140 Authority’s website.

1141

Section 3. Notice of Special Meetings.

1143 Except as provided in Section 10 of this Article X, notice of all special meetings of the Governing
1144 Board shall be given by the chairperson (or co-chair, if applicable) or by the majority of
1145 Governing Board Members calling the special meeting in accordance with RCW 42.30.080 by
1146 delivering personally, by electronic mail or by mail written notice at least 24 hours prior to the
1147 time of the meeting to each applicable Governing Board Member, to each local newspaper of
1148 general circulation and to each radio or television station that has requested notice and to any
1149 other individual specifically requesting it in writing, and posted on the Authority’s website. The
1150 call and notice of all special meetings shall specify the time and place of all special meetings and
1151 the business to be transacted. Notice of special meetings of the Advisory Committee shall comply
1152 with 24 CFR 578.

1153

Section 4. Waiver of Notice.

1155 Notice as provided herein may be deemed waived as to any Governing Board Member who, at or
1156 prior to the time the meeting convenes, files with the Authority a written waiver of notice or who
1157 is actually present at the meeting at the time it convenes. Such notice may also be dispensed with
1158 as to special meetings called to deal with an emergency involving injury or damage to persons or

1159 property or the likelihood of such injury or damage, where time requirements of such notice
1160 would make notice impractical and increase the likelihood of such injury or damage.

1161
1162 **Section 5. Agendas.**

1163 In accordance with chapter 42.30 RCW (the “Open Public Meetings Act”) for the Governing
1164 Board, and in accordance with 24 CFR 578 for the Advisory Committee, at least 24 hours before
1165 any regular or special meetings, the agenda for that meeting shall be posted along with relevant
1166 meeting materials and also be emailed or otherwise provided to the Seattle Council Clerk and to
1167 the County Council Clerk.

1168
1169 **Section 6. Open Public Meetings.**

1170 All meetings of the Governing Board shall be open to the public if and to the extent required by
1171 chapter 42.30 RCW (the “Open Public Meetings Act”). The Governing Board may hold executive
1172 sessions to consider matters enumerated in chapter 42.30 RCW (the “Open Public Meetings Act”)
1173 or as otherwise authorized by law. The meetings of the Advisory Committee shall be open to the
1174 public, except that the Advisory Committee may hold executive sessions as it deems necessary.

1175
1176 **Section 7. Telephonic or Virtual Participation.**

1177 The Governing Board may participate in a regular or special meeting of the applicable body
1178 through the use of any means of communication by which all attending Governing Board
1179 Members and members of the public participating in such meeting can hear each other during the
1180 meeting. Any Governing Board Member participating in a meeting by such means is deemed to
1181 be present in person at the meeting for all purposes including, but not limited to, establishing a
1182 quorum.

1183
1184 **Section 8. Parliamentary Authority.**

1185 The rules in the current edition of Robert’s Rules of Order Newly Revised, 11th Edition, shall
1186 govern the Authority in all cases to which they are applicable, where they are not inconsistent
1187 with this Agreement or with the special rules of order of the Bylaws of the respective body.

1188
1189 **Section 9. Minutes.**

1190 Copies of the minutes of all regular or special meetings of the Governing Board shall be available
1191 to any person or organization that requests them. The minutes of all Governing Board meetings
1192 shall include a record of individual votes on all matters requiring Governing Board approval.

1193
1194
1195 **Section 10. First Meeting of the Governing Board.**

1196 The Seattle Mayor and the County Executive shall authorize the Authority to jointly notice the
1197 first meeting of the Governing Board as a special meeting and jointly prepare an agenda. This
1198 first meeting shall occur within 90 days of the Amendment Effective Date.

1199
1200 **ARTICLE XI**
1201 **MISCELLANEOUS**

1202
1203 **Section 1. Geographic Limitation.**

1204
1205 The Authority may conduct activities outside of the County, subject, however, to a contract with
1206 a Subscribing Agency. The Authority shall not enter any interlocal agreements with other

1207 jurisdictions without the prior written authorization of the Governing Board.

1208

1209 **Section 2. Safeguarding of Funds.**

1210 Authority funds shall be deposited in a qualified public depository as required by law. The
1211 Authority shall establish a special fund with the County treasurer to be designated the “Operating
1212 Fund of the King County Regional Homelessness Authority.” The County shall act as the fiscal
1213 agent and Treasurer of the Authority with the authority to hold and invest funds on the Authority’s
1214 behalf and make payments for approved expenditures.

1215

1216 **Section 3. Public Records.**

1217 The Authority shall maintain all of its records in a manner consistent with the Preservation and
1218 Destruction of Public Records Act, chapter 40.14 RCW. The public shall have access to records
1219 and information of the Authority to the extent as may be required by applicable laws. All costs
1220 associated with complying with the Public Records Act, chapter 42.56 RCW, shall be borne by
1221 the Authority.

1222

1223 **Section 4. Reports and Information; Audits.**

1224 Within nine (9) months after the end of the Authority’s fiscal year, the Authority shall file an
1225 annual report with the Finance Directors of the County and Seattle containing an audited
1226 statement of assets and liabilities, income and expenditures and changes in the Authority’s
1227 financial position during the previous year (or unaudited information if an audit is not yet
1228 available, to be promptly followed by audited information); a summary of significant
1229 accomplishments; a list of depositories used; a projected operating budget (which may be an
1230 annual budget, a biennial budget or other form as authorized by State law); and a list of members
1231 and officers of the Governing Board.

1232

1233 The Authority shall be subject to annual audits by the State Auditor, and by Seattle and the County
1234 at the option of each. The Authority shall, at any time during normal business hours, make
1235 available to the County Executive, the County Council, the Seattle Mayor, the Seattle City
1236 Council, and the State Auditor for examination all of the Authority’s financial records.

1237

1238 **Section 5. Performance Audit.**

1239 The County and Seattle shall cause a performance audit to be conducted and completed by a
1240 consulting firm selected by the County and Seattle no later than six years after the Governing
1241 Board confirms the initial Five-Year Plan. The performance audit report shall be transmitted to the
1242 clerks of both the King County Council and the Seattle City Council.

1243

1244 **Section 6. Amendments to Agreement.**

1245

1246 No additions to or alterations of the terms of this Agreement shall be valid unless made in writing,
1247 approved by the legislative authorities of each Party and executed by duly authorized agents of
1248 each Party.

1249

1250 **Section 7. Nondiscrimination.**

1251 The Authority, its employees, agents, Contract Holders, and subcontractors, if any, shall at all
1252 times comply with any and all federal, State or local laws, ordinances, rules or regulations with
1253 respect to non-discrimination and equal employment opportunity, which may at any time be
1254 applicable to Seattle by law, contract or otherwise, including but not limited to all such

1255 requirements which may apply in connection with employment or the provision of services to the
1256 public.
1257

1258 Specifically, except as allowed by law, the matters or activities in Subsections A – C below shall
1259 not be directly or indirectly based upon or limited by age, sex, marital status, sexual orientation,
1260 race, creed, color, national origin, religion, pregnancy, gender, gender identity or expression,
1261 genetic information, domestic violence victimization, veteran or military status, or the presence of
1262 any sensory, mental, or physical disability or the use of a trained service animal by a person with
1263 a disability:

- 1264
- 1265 A. Membership on the Governing Board;
- 1266 B. Employment, including solicitation or advertisements for employees; and
- 1267 C. Provisions of services to and contracts with the public.
- 1268

1269 **Section 8. Labor Disputes.**

1270 Because labor disputes can lead to work stoppages or adversely impact the ability of the Authority
1271 to achieve desired outcomes, Seattle and the County have agreed and acknowledged in this
1272 Agreement that they have an interest in ensuring that the Authority’s operations and progress are
1273 not interrupted or interfered with by work stoppages or other labor disputes. Accordingly, Seattle
1274 and the County have agreed, which is hereby confirmed in this Agreement, that the Authority and
1275 entities that contract with the Authority are required to adhere to labor laws, commit to promoting
1276 labor harmony, and take reasonable measures to avoid any work stoppages or labor disputes in
1277 their operations.

1278

1279 **Section 9. Inventory and Property.**

1280 Property, equipment and furnishings for the operations of the Authority shall be acquired by the
1281 Authority as provided by law. If any Party furnishes property, equipment or furnishings for the
1282 Authority’s use, title to the same shall remain with the respective Party unless that property,
1283 equipment or furnishings are acquired by the Authority.

1284

1285 **Section 10. Interlocal Cooperation Act.**

1286 A. This Agreement is intended to create a separate governmental administrative entity
1287 within the meaning of RCW 39.34.030(3) and not a “joint board” within the
1288 meaning of RCW 39.34.030(4)(a).

1289

1290 B. Each Party shall file or post this Agreement as required by RCW 39.34.040.

1291

1292 **Section 11. Notice to the Parties.**

1293

1294 Any formal notice or communication to be given among the Parties to this Agreement shall
1295 be deemed properly given, if delivered either in physical or electronic means, or if mailed postage
1296 prepaid and addressed to:

1297

1298 King County
1299 Attn: Director, Department of Community and Human Services 401 Fifth
1300 Avenue, Suite 400
1301 Mailstop CNK-HS-0400
1302 Seattle, Washington 98104
1303

1304 City of Seattle
1305 Attn: Director, Human Services Department
1306 700 Fifth Ave., Suite 5800
1307 Seattle, Washington 98104
1308

1309 **Section 12. Additional Provisions.**

1310 **A. Integration.** This Agreement contains all of the terms and conditions agreed upon by the
1311 Parties hereto concerning the establishment of the Authority. No other understandings, oral
1312 or otherwise, regarding the subject matter of this Agreement shall be deemed to exist or to
1313 bind any of the Parties hereto. The Parties have read and understand all of this Agreement,
1314 and now state that no representation, promise, or agreement not expressed in this
1315 Agreement has been made to induce the officials of the Parties hereto to execute this
1316 Agreement.

1317
1318 **B. Severability.** In the event any provision of this Agreement shall be declared by a court
1319 of competent jurisdiction to be invalid, illegal, or unenforceable, the validity, legality and
1320 enforceability of the remaining provisions shall not, in any way, be affected or impaired
1321 thereby.

1322
1323 **C. Indemnification among the Parties Hereto.** To the maximum extent permitted by
1324 law, each Party shall defend, indemnify and hold harmless the other Party and its or their
1325 agents, employees, and/or officers, from any and all costs, claims, judgments, or awards of
1326 damages arising out of the negligent acts or omissions of such indemnifying party, its
1327 officers, employees or agents and shall process and defend at its own expense any and all
1328 claims, demands, suits, at law or equity, actions, penalties, losses, damages, or costs, of
1329 whatsoever kind or nature, brought against the other Party arising out of, in connection
1330 with, or incident to this Agreement and the indemnifying Party's negligent performance or
1331 failure to perform any aspect of this Agreement. In the event any such liability arises from
1332 the concurrent negligence of the indemnifying party and another party, the indemnity
1333 obligation of this section shall apply only to the extent of the negligence of the
1334 indemnifying party and its actors.

1335
1336 **D.** The foregoing provisions specifically and expressly intend to constitute a waiver of
1337 each party's immunity under industrial insurance, Title 51 RCW, as respects the other
1338 party only, and only to the extent necessary to provide the indemnified party with a full
1339 and complete indemnity of claims made by the indemnitor's employees. This waiver has
1340 been mutually negotiated.

1341
1342 **E. No Third Party Beneficiary Rights.** The provisions of this Agreement are for the sole
1343 benefit of the Parties, and they shall not be construed as conferring any rights to any third
1344 party (including any third party beneficiary rights).

1345
1346 **F. Authority Employees.** Except for those employees "on-loan" from the Parties, the
1347 Authority shall be responsible for all employer-obligated federal and/or State tax,
1348 industrial and insurance, and all wages, benefits, or other compensation, for all Authority
1349 employees.

1350
1351 **G. Counterparts.** This Agreement may be executed in any number of counterparts, each

1352 of whom shall be an original, but those counterparts shall constitute one and the same
1353 instrument.

1354

1355 This Agreement is APPROVED this ____ day of _____, ____.

1356

1357

1358

1359

1360

County Executive, King County

1361 ATTEST:

1362

1363

1364

[County Prosecuting Attorney]

1366

1367

1368 RECEIPT ACKNOWLEDGED BY:

1369

1370

1371

1372

Mayor, City of Seattle

1373

1374

1375 ATTEST:

1376

1377

1378

City Clerk

1379



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

Page 2

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

Page 3

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:

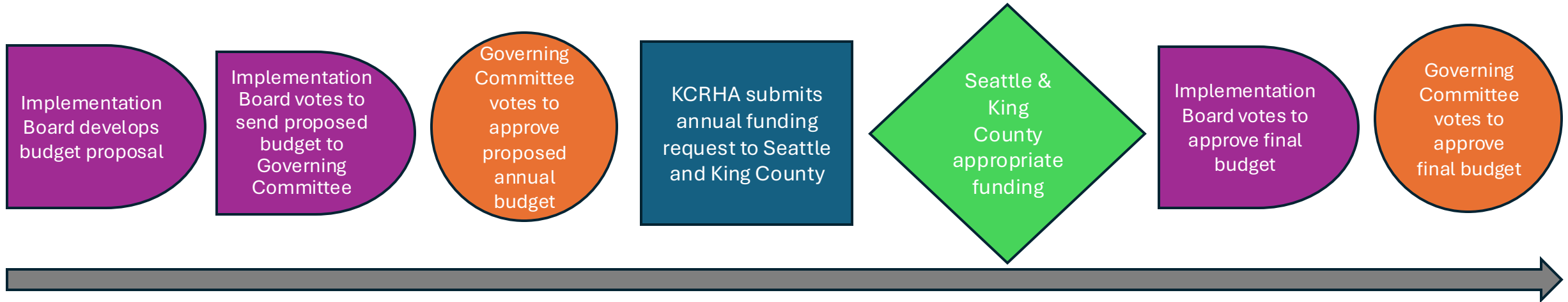
Agency	Fund Code	Fund	2023-2024	2025	2026-2027
DCHS	2460	HCD	0	0	0
TOTAL			0	0	0

Expenditures by Categories





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

Does this legislation require a budget supplemental? No

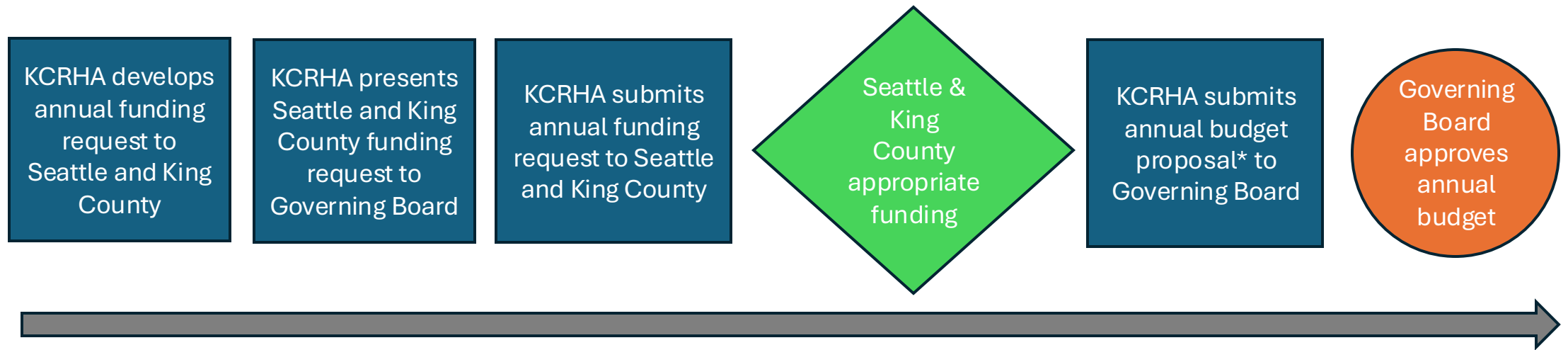
2019 Executed ILA Annual Budget Process






Key

-  Seattle & King County
-  KCRHA
-  Governing Board
-  Implementation Board

2024 Proposed Amended & Restated ILA Annual Budget Process



Key

-  Seattle & King County
-  KCRHA
-  Governing Board

**Annual budget is based on funding appropriated by Seattle and King County*

Summary of Key Proposed Changes from the Original ILA

	Proposed Ordinance 2024-0257	Comments
Throughout the Amended ILA	Removes prospective references to the Implementation Board and changes Governing Committee to Governing Board. Removes provisions related to the initial start-up.	
Article I. Definitions	Replaces the term "Goals, Policies, and Plans" with a new defined term "Policies and Plans" that includes major strategic documents, performance metrics, and a course of action that substantially changes the Authority's delivery of Homeless Services, including major changes in procurement policies. (Policies and Plans are to be approved by the Governing Board.)	
Article II. Authority for King County Regional Homelessness Authority	No significant changes.	
Article III. Duration of Authority	The ILA term would continue for an indefinite period until terminated by either Party through an authorizing resolution (by the Seattle City Council) or motion (by the King County Council). Termination would be effective not less than 12 months from the date the resolution or motion was delivered to the other party and the Authority unless the Mayor and Executive jointly agree that termination can and should occur more quickly.	The original ILA duration was five years with an automatic renewal starting in the sixth year for an indefinite period or until terminated by the Parties. The original agreement did not allow for either Party to unilaterally terminate within the first five years. Termination would be not less than one year from the later date that the County's motion or Seattle's resolution was delivered to the Authority.

	Proposed Ordinance 2024-0257	Comments
<p>Article IV. Purpose, Mission, Scope of Work, and Guiding Principles of the Authority</p>	<p>One the Authority's purposes is updated to "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..."</p> <p>The mission is also proposed to be updated to: "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."</p> <p>The amended ILA proposes new guiding principles (excerpted): "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... framework shall provide for inclusion of Customers... in decisions that will affect them... This framework shall be informed by people with Lived Experience and be approved by the Governing Board of the Authority." In addition: "When appropriate, the Authority shall solicit feedback from contracted Homeless Service Providers..."</p> <p>The proposed amended ILA would modify an existing guiding principle to state that the Authority will be "guided by housing first and other approaches consistent with research, best practices and innovation... including but not limited to comprehensive substance use disorder treatment, recovery housing, and behavioral health services."</p>	<p>The original ILA included a purpose of "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..."</p> <p>The original mission was "to significantly decrease the incidence of homelessness throughout King County, using equity and social justice principles."</p> <p>The original ILA included a guiding principle that called for the Authority to establish clear protocols for decision-making that have a clear process for Customer and provider input.</p> <p>The original ILA guiding principle said that "The Authority shall adopt an evidence-based, housing first orientation and shall inform and support regional efforts to increase development of new 0-30% AMI and preserve existing affordable housing, with a priority for permanent supportive housing."</p>

	Proposed Ordinance 2024-0257	Comments
Article V. Powers of Authority	No significant changes.	
Article VI. Limits on Authority Powers	<p>Updates per diem allowances to allow for Governing Board members to request compensation if serving on the Board presents a financial hardship.</p> <p>Specifies that insurance purchased to protect and hold harmless committee members includes former Implementation Board members, former Governing Committee members, and current and former Governing Board members.</p>	<p>The original ILA allowed for per diem to be paid to Implementation Board members who have experienced homelessness.</p>
Article VII. Budgeting and Contracting	<p>Requires the Authority to annually submit a Funding Request to each Party, consistent with the annual budget instruction provided by each Party's Executive branch.</p> <p>Requires the Authority to present its Funding Requests to each Party for review prior to formal submission.</p> <p>Requires the Authority to submit an Annual Budget to the Governing Board for review and adoption, consistent with the funding appropriated by each Party.</p> <p>States that Seattle's funding shall be reduced when Seattle directly pays for programs and administration.</p> <p>Adds a new requirement for monthly reporting on cashflow projections when the Authority's cash balance is negative for 2+ consecutive months.</p>	<p>Under the original ILA, the Authority submitted a proposed budget request, consistent with the budget approved by the Governing Committee.</p>

Article VIII. Organization of Authority

Renames the Governing Committee (the administrator of the Authority) to the Governing Board (the governing and oversight body of the Authority).

Removes the requirement that Governing Committee members shall strive to reflect the racial and ethnic makeup of residents overall.

Changes the appointment process for the 3 Lived Experience members to have one each appointed by King County, Seattle, and the SCA.

States that Lived Experience members should possess expertise, experience, or skill in 1+ of the specified areas, including:

- Implementation of policies that promote racial-ethnic equity;
- Fiscal oversight;
- Direction of business operations or strategies;
- CoC governance and operations;
- Provision of services for persons experiencing homelessness; and
- Academic research on topics related to homelessness and performance evaluation.

Outlines new powers of the Governing Board, including:

- Approving/amending Policies and Plans, budgets, and initiatives.
- Approving/monitoring performance metrics and monitoring;
- Providing fiduciary oversight;
- Monitoring progress on implementation of goals and deliverables;
- Staying apprised of staffing/organizational changes;

Previously, Lived Experience members were selected by the Advisory Committee, considering recommendations from the Coalition of Lived Experience.

The original ILA outlined Implementation Board member expertise and skills, not specific to Lived Experience members.

	Proposed Ordinance 2024-0257	Comments
	<ul style="list-style-type: none"> •Conducting an annual performance evaluation of the CEO; •Approving policies for competitive procurement processes; •Approving policies for oversight of major expenditures; •Regularly receiving information on issues related to the CoC; •Providing direction to the CEO to initiate conversations with the CoC board on performance; and •Consulting with the CEO on labor agreement negotiations. <p>Adds additional actions requiring Board approval, including:</p> <ul style="list-style-type: none"> •Approving an annual work plan; •Approving new/revised sub-regional plans; •Accepting/conveying interest in real estate; •Accept donations of money, property, or assets; •Adopt policies and procedures for oversight of major expenditures; and •Approve labor agreements. 	<p>These actions would be added to the following that would be retained from the initial ILA:</p> <ul style="list-style-type: none"> •Recommending amendments to the ILA; •Adopting Bylaws; •Approving performance metrics; •Changing the name of the Authority; •Approving Policies and Plans; •Approving Annual Budgets; •Confirming the CEO; and •Removing the CEO.

	Proposed Ordinance 2024-0257	Comments
Article IX. Officers of Authority; Staffing	<p>Specifies that the Continuum of Care Board would be recognized by the Governing Board to act as its Advisory Committee.</p> <p>Adds a new provision that the Advisory Committee membership must comply with HUD COC Board requirements and should maximize the COC’s competitiveness for federal funds.</p> <p>Adds a new prohibition against Advisory Committee members from serving on the Governing Board.</p> <p>Adds additional requirements and criteria for the role CEO, including:</p> <ul style="list-style-type: none">•Working with the Governing Board to create a process that allows Board members sufficient time and opportunity to provide guidance on Policies and Plans;•Leading labor agreement negotiations;•Meeting reporting deadlines;•Tracking and reporting on philanthropic activities and contributions;•Providing regular reports on CoC activities; and•Providing ongoing reporting to the Governing Board to ensure the Board can provide oversight, policy direction, and performance monitoring. <p>Removes specificity around the CEO recruitment process.</p> <p>Regarding the Office of the Ombuds, adds “contract holders and community members” to the list of those who should be consulted when recommending improvements to homeless services, funding, or oversight.</p>	<p>Previously, the Implementation Board was to recognize the Advisory Committee.</p> <p>The original ILA included language around the development of a staffing plan, which was to include major bodies of work for the Authority. The amended and restated ILA would add specificity about the roles and responsibilities of the CEO.</p>

Proposed Ordinance 2024-0257		Comments
Article X. Meetings of the Authority	Requires the Governing Board to determine the frequency of regular meetings.	The original ILA directed the Governing Committee to meet at least 4 times per year.
	Requires the agenda and materials be emailed to the Seattle Council and County Council Clerks 48 hours in advance of a meeting.	The original ILA required only the agenda to be distributed with 24 hours' notice.
Article XI. Miscellaneous	Adds a new requirement for authorization from the Governing Board before the Authority enters into any ILAs with other jurisdictions.	
	Adds a new statement that, except for employees on-loan from King County or Seattle, the Authority is responsible for all federal and state taxes, insurance, and wages and benefits.	



King County

**Metropolitan King County Council
Regional Policy Committee**

STAFF REPORT

Agenda Item:	5	Name:	Leah Krekel-Zoppi, Andy Micklow, and Gene Paul
Proposed No.:	2024-B0109	Date:	September 30, 2024

SUBJECT

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

SUMMARY

In December 2023, King County enacted a cultural access program for King County, 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 the 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 includes 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 a timeframe for releasing 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 to 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, 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. They are to be administered according to code provisions, guidelines, and procedures adopted by 4Culture.

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

As required by county 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.

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

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 King County 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.

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

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 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; and
- a 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, which focuses on 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;

¹⁷ Motion 14406, Ordinances 18179, 18180, and 18181

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

- \$1 million in additional funds for the Preservation Action Fund;
- \$2 million for a mentoring program for organizations serving marginalized communities; and
- \$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 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

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/>

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.

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; and
- 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

²³ SB 5792

²⁴ RCW 82.14.525

²⁵ Ordinance 18513

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:

- 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; and
- 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. Table 1 identifies estimated annual revenues based on current (August 2024) projections.²⁷

Table 1. 2024-2031 Current Estimated Revenues (Based on August 2024 Forecast)

2024	2025	2026	2027	2028	2029	2030	2031	Total
\$69.2M	\$94.7M	\$98.3M	\$101.8M	\$106.2M	\$111.2M	\$116.1M	\$18.8M	\$716.3M

ANALYSIS

This section provides staff analysis of the transmitted implementation plan as follows:

- Doors Open Ordinance Requirements
- Implementation Plan Overview
 - 4Culture's Plan to Provide Technical Assistance and Outreach

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

²⁷ Please note that 2024 and 2031 reflect a partial-year collection period – April through December and January through March, respectively.

- 2024 Programs
- Sustained Support Program
- Public School Cultural Access Program
- Public Free Access Program
- Building for Equity Program
- Countywide Initiatives Program
- Launch Program
- Vulnerable Populations and Communities Outside of Seattle Allocations
- Doors Open Assessment Report
- Potential Policy Issues
- Responses to Questions Raised in Committee
- Review Schedule

Proposed Ordinance 2024-0236 would approve the King County Doors Open Program Implementation Plan. The plan would govern expenditures of 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 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.

For 2025 – 2031, the Doors Open ordinance allocates funding to the uses shown in Table 2.

**Table 2. Annual Doors Open Allocations – 2025 through First Quarter 2031
(Based on an Assumed Annual Collection of approximately \$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
• Operating support (e.g., rent, utilities, etc.)	Approx. 50%	\$36,000,000

Increasing capacity in geographic areas with less access (outside established cultural centers²⁸)

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. According to the Doors Open ordinance, vulnerable populations includes, but is 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.

It is important to note that the allocations shown in Table 2 are based on revenue projections from August 2023, when the Doors Open program was being developed. Actual allocations will be based on the revenue 4Culture receives, and because sales tax revenue fluctuates based on economic conditions, the Doors Open revenue will fluctuate over the life of the program. According to 4Culture, the Doors Open program design prioritized allocating money to programming and did not establish a reserve fund to help stabilize annual funding levels.

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 law²⁹ 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;
- A description of the annual application, panel, and approval process for awarding grants;
- A description of the grant contract and payment process; and
- A 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:

²⁸ To 4Culture's knowledge, Seattle is the only city that currently meets the definition of an established cultural center.

²⁹ RCW 36.160

- 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; and
- Start-up timeline, communications strategy, and roles of school districts, school teachers, cultural organizations, and 4Culture in planning and delivery.

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; and
- 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; and
- 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 the 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 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.

4Culture's Plan to Provide Technical Assistance and Outreach. The implementation plan describes 4Culture's plan to leverage the agency's existing infrastructure to provide expertise, administrative assistance, and outreach to cultural organizations. 4Culture plans to continue the agency's practice of working with the agency's grant managers to identify outreach strategies, including targeted outreach to underserved communities, Black and Indigenous communities, and language communities, to increase the number of grant applications above previous applicant pools. 4Culture also plans to continue offering technical assistance to potential grant applicants including conducting online and in-person grant application workshops, and a grant resource webpage.

Also, anticipating that the cultural sector growth that Doors Open will precipitate, the implementation plan states that 4Culture intends to provide additional support to help organizations manage the risks and opportunities associated with increased funding. This would include maintaining a consultant roster and allocation of consultant hours for eligible cultural organizations, allowing organizations to receive assistance on topics such as financial emergency planning, strategic planning, and fundraising and development.

The implementation plan also describes 4Culture's efforts to place a special focus on outreach to science and technology cultural organizations, since that will be a new funding area for 4Culture due to the scope of Doors Open. 4Culture formed a Science and Technology Group in January 2024 to inform development of 4Culture's science and technology funding programs. The group consists of representatives or local science organizations intended to represent various disciplines, organization sizes, and geographic regions.

2024 Programs. The Doors Open program sets aside up to 72 percent of the estimated \$72 million 2024 Doors Open tax proceeds to go towards one-time Doors Open capital and operating grant programs.³⁰ According to the Doors Open ordinance, 4Culture was to begin outreach and technical support for potential applicants in August 2024, with awards to be finalized and announced by the end of 2024.

The transmitted implementation plan states that an anticipated \$24.1 million will be available for the one-time 2024 capital grant program, and an additional \$24.1 million

³⁰ The remaining 28 percent of 2024 revenues will be allocated to the 2025 – 2031 Doors Open program.

will be available for the one-time operating program. These anticipated program amounts are based on revenue projections, whereas final program funding amounts will be based on actual revenues.

One-Time Capital Grant Program. This program will provide grant funding for building, modifying, and acquiring cultural facilities. As required by the Doors Open ordinance, the grant program is broken down into three categories: 1) projects with budgets over \$10 million, 2) projects with budgets between \$1 and 10 million, and 3) projects with budgets of less than \$1 million. 4Culture anticipates being able to fund the top scoring 10 – 20 percent of applications in each category.

The Doors Open ordinance required that the applications be reviewed by peer panels, and that the applications be scored based on the criteria of quality, feasibility, equity, and project impact, including increasing access to cultural facilities. According to the transmitted implementation plan, 4Culture also added economic impact to the evaluation criteria. As required by the Doors Open ordinance, for both the 2024 capital and operating programs, 4Culture will allocate a minimum of 25 percent to support cultural organizations outside of Seattle, and a minimum of 10 percent to cultural organizations and activities that support vulnerable populations and Communities of Opportunity.³¹

The transmitted implementation plan includes a description of the annual application, panel, and approval process for awards and of the grant contract and payment process, as required by Doors Open ordinance. Payments will be provided to awardees on a reimbursement basis. 4Culture intends to use the agency's existing administrative process for both the 2024 capital and operating programs, adding the inclusion of Executive and Council appointed members to the grant application peer review panels as required by the Doors Open ordinance.

In addition to the Doors Open ordinance administrative requirements, 4Culture included several discretionary implementation elements, including:

- Requiring applicants to show an ongoing commitment to racial equity and equitable development;
- Requiring applicants for projects with budgets over \$10 million to meet a cultural space contribution, providing space or technical assistance to smaller cultural organizations;

³¹ Ordinance 19710 defines this requirement as "(1) cultural organizations, which in fulfilling their primary purpose, focus their programming or facilities to serve one or more vulnerable populations, such as, 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 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; or

(2) cultural organizations with their primary locations and conducting a majority of their activities within census tracts ranked in certain percentiles on the Communities of Opportunity composite index [of 60 percent or greater]; or

(3) cultural organizations for providing mentoring services to such cultural organizations."

- Due to the amount of funding available and the anticipated number of applicants, capping awards to up to 100 percent of project costs for first \$250,000, 50 percent of project costs between \$250,000 and \$1 million, 15 percent of project costs between \$1 million and \$10 million, and 5 percent of project costs over \$10 million, and capping the maximum awards at \$2.5 million for projects with budgets over \$10 million;
- Providing bonuses to base award amounts for projects that advance equity or support growing cultural resources outside of Seattle; and
- Prioritizing projects that could begin construction within two years.

The discretionary equity requirements 4Culture intends to include in administering the Doors Open one-time capital grant program are the same equity requirements 4Culture uses in administering the agency's existing Building for Equity capital grant program.

One-Time Operating Grant Program. This program will provide one-time operating grants to support cultural organizations in meeting ongoing needs such as rent, utilities, payroll, and other expenses. Grant applications will be broken into categories of heritage, historic preservation, arts, and science and technology. 4Culture anticipates approximately 700 applicants, of which all qualified cultural organizations will receive a portion of the available \$24.1 million funding.

Similar to the 2024 capital grant program, grant applications will be reviewed by peer panels and grouped by cultural discipline. Award amounts will be based on the operating budget of the organization, the panel score, and potential bonuses for advancing equity and geographic inclusion.

Applications will be scored based on the criteria required by the Doors Open ordinance, which are stability, public benefit, equity, and artistic substance. In addition, according to the proposed implementation plan, 4Culture will include economic impact as a scoring criterion.

The transmitted plan includes a description the annual application, panel, and approval process for awards and of the grant contract and payment process similar to that of the 2024 capital grant program. For the operating program, in order to receive payment, grant recipients will provide a public benefit report that matches the intended public benefits described in that organization's application and grant contract.

Sustained Support Program. The first of the six 2025-2031 programs that is described in the implementation plan is "Sustained Support."³² The following sections will analyze the implementation plan's responsiveness to the requirements from the Doors Open Ordinance.

Summary of the program and allocation. The summary of the Sustained Support program describes "multi-year grants for operating funds to cultural organizations" with the objective of meeting ongoing needs. Although the implementation plan indicates that

³² Although "Sustained Support" is a term that 4Culture uses to describe operational support, Ordinance 19710 uses the term "operating support."

this funding is for "operations, including assistance with rent, utilities, payroll, and other basic annual expenses," the plan also describes this support as "funds for unrestricted operating expenses." The language around "unrestricted operating expenses" aligns with the existing Sustained Support program that is funded by lodging tax revenue. This operating support will be offered in four discipline areas: Heritage, Historic Preservation, Arts, and Science and Technology. The estimated annual allocation for this program is \$48.5 million.³³ This is the largest allocation of Doors Open program funding and, similar to the 2024 operating program, 4Culture estimates that approximately 700 organizations across the four disciplines will apply each award cycle.

Criteria for Awarding Proceeds. 4Culture intends to use both minimum operating history and a set of evaluation criteria to evaluate applications. The minimum operating history is a component of the existing lodging tax funded Sustained Support program.³⁴ The following table summarizes those criteria.

**Table 3.
Criteria for Awarding Operating Support Proceeds**

	Heritage	Historic Preservation	Arts	Science & Technology
Minimum Operating History	2 years	2 years	3 years	None
Evaluation Criteria	Resilience	Resilience	Resilience	Resilience
	Public Benefit	Public Benefit	Public Benefit	Public Benefit
	Equity	Equity	Equity	Equity
	Heritage Priorities	Preservation Priorities	Artistic Substance	Science and Technology Priorities

The definitions of resilience, public benefit, and equity appear in the 2024 section of the implementation plan. The discipline-specific priorities are not defined in the plan. 4Culture staff have expressed that priorities will be identified for each funding cycle through a process involving staff, the advisory committees, and the 4Culture Board. The priorities will be listed in the application guidelines for each discipline. For example, the

³³ Using the allocation amounts in Ordinance 19710, \$36 million should be allocated to operating support. 4Culture staff included a portion of the funding for projects outside Seattle in their calculations, so the implementation plan shows \$48.5 million for Sustained Support. 4Culture has opted to include the funding for projects outside Seattle in all programs and directed review panels to meet the minimum requirements for projects outside Seattle and programming for Communities of Opportunity.

³⁴ The operating history minimums are described in K.C.C. 2.48.

Arts priority for the 2025 application cycle is focused on artistic substance and whether the artistic services are "robust, creative, and engage with your community."³⁵

Description of the application and process for awarding grants. For Sustained Support funding to heritage, historic preservation, and arts organizations, 4Culture proposes to use the agency's existing application and award process. 4Culture staff have indicated that cultural organizations from these disciplines will submit one application for Sustained Support grants, and funding will be awarded from lodging tax and Doors Open revenues based on the applicant's eligibility. 4Culture will be responsible for maintaining the administrative firewalls between the funding sources as well as ensuring an organization's eligibility for each revenue source.

Although the Doors Open ordinance uses the term "annual application" in the requirements for all Doors Open Programs and the implementation plan mentions both a biennial and three-year award cycle, 4Culture indicated that the agency is proposing that Sustained Support would be on a three-year award cycle. This would be an adjustment from the two-year award cycle of 4Culture's existing Sustained Support program. The code that governs the established Sustained Support programs instituted them as two-year grant cycles.³⁶ Legal analysis of Sustained Support grant cycle requirement is still ongoing. Ultimately, while the Doors Open Ordinance allows 4Culture to set the guidelines for that funding, it would still be a policy choice for Doors Open Sustained Support to move to a three-year award cycle.

4Culture staff have confirmed the intent to move to a triennial cycle as a response to cultural organizations' desires to make longer-term planning decisions around Doors Open funding as well as to reduce the administrative burden on organizations of applying for grants. At the same time, 4Culture staff have acknowledged the greater impact of a three-year grant cycle for organizations that miss the application window. To mitigate that risk, 4Culture staff indicated that there will be an application period in late 2025 for organizations that miss out on the first of the three-year funding cycle.

One final consideration for a three-year grant cycle is how awards would account for fluctuations in Doors Open revenue receipts compared to projections. There is no allocation in the Doors Open ordinance for a funding reserve. Therefore, a significant downward adjustment in the sales tax revenues that support Doors Open over the potential three-year award timespan could result in the need for 4Culture to reduce the amount awarded to cultural organizations. 4Culture has noted that all award contracts include clauses that state the awards are subject to tax collection that would allow for adjustments if revenues were below projections. Analysis around this consideration is ongoing.

³⁵ "Arts Sustained Support," 4Culture website ([Link](#))

³⁶ K.C.C 2.48.108 and K.C.C.109 established the Sustained Support program for the arts and heritage respectively.

The implementation plan indicates that in a typical award cycle, 4Culture Program Managers will first review applications to ensure eligibility. Then the application is reviewed by a panel of peer reviewers. The panel will make an award recommendation based on:

- The cultural organization's budget size;
- An additional award based on panel scoring;
- A possible additional geographic investment based on the organization's location; and
- A possible additional equity investment based on the scoring of the equity criterion.

For science and technology applications, community panels will review the applications and will make award recommendations based on an organization's annual program expenses. Additionally, applicants from outside Seattle, those serving a Community of Opportunity, with the smallest operating budgets or exhibiting indicators correlated with limited access to funding may receive an equity investment that increases the grant award.

All award recommendations would be sent to a discipline-specific advisory committee and then onto the 4Culture board for final approval.

Public Benefit Reporting Framework and the Description of the Grant Contract and Payment Process. The implementation plan states that "Public benefit reporting is directly tied to 4Culture's contract and payment process." In order to complete a grant contract, a cultural organization must document the public benefits the organization expects to provide. After delivering the cultural programming, the organization submits payment requests and once again reports on the benefits in public facing activities. The payment process also provides grantees the opportunity to provide participation numbers, a narrative of activities, and any other documentation required for payment.

Public School Cultural Access Program. The second of the six 2025 programs in the implementation plan is the Public School Cultural Access Program. This program has unique requirements in the Doors Open ordinance because of the specific requirements in state law.³⁷ Those requirements and how the implementation plan responds to them are described in the following sections.

Overall Summary of the Program. The proposed implementation plan provides a summary of the program to boost student access to cultural experiences. All 19 school districts in King County would have access to an online roster of cultural organizations that provide either on-site or off-site cultural education programs. Funding would be provided to both cultural organizations for the programming and to schools that meet the criteria for free transportation. The implementation plan identifies \$14.6 million as

³⁷ RCW 36.160.110 ([Link](#))

the estimated annual allocation for this program. 4Culture estimates that 350 cultural organizations across all disciplines are expected to apply for annual funding.

Description of Goals, Priorities, and the process for the Delivery of the List of Education Programs required by State Law. The implementation plan details a list of the Doors Open ordinance-required goals and priorities for establishing the list, or roster, of cultural education programs. The goals for developing the roster include:

- 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.

The priorities from the implementation plan for developing the roster include:

- 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.

The process for delivering the roster of cultural programming is also described in a four-step outline. The first step in the process is outreach from 4Culture to cultural organizations to get those organizations to submit entries for the roster. The second step is 4Culture reviewing the submissions for eligibility. If organizations meet the Doors Open requirements, they would provide programming information so 4Culture can build out the programming roster. Finally, 4Culture would also collect some information from schools to help facilitate communication between schools and cultural organizations.

Description of Goals, Priorities, and the process for the Funding Cultural Education Programs. While neither state law nor the Doors Open ordinance appears to require funding cultural organizations for educational programming as part of the Public School

Cultural Access Program, the implementation plan does provide goals, priorities, and a grant process for this. The stated goal in the plan is to sustain, deepen, and extend the partnerships between cultural organizations and schools. The priorities include clear communication to develop a plan that meets students' learning needs and for 4Culture to gather data that would allow the organization to both improve the process and study the impact of increased cultural access for students.

The process proposed for funding cultural education programs would begin with a teacher or other school staff contacting a cultural organization to begin the procedure. The school staff and organization would then complete a memorandum of understanding (MOU) through the 4Culture website that would gather the necessary data on the type of learning experience and number of students. Once the MOU is agreed upon and signed, the cultural organization could apply for a grant for the programming. 4Culture intends to design a panel review process for grant applications that would meet the scheduling needs of schools, but those details have not yet been determined. Upon completion of the programming, both the cultural organization and the teacher would be surveyed to confirm the programming occurred and to gather feedback. The cultural organization would then be able to submit an invoice for the cost of the programming.

Description of Goals, Priorities, and the process for the Delivery of Funding for Music and Arts Education in Schools in addition to Basic Education Funding. 4Culture staff have expressed that the implementation plan addresses this requirement by directly funding the cultural organizations that can provide educational programming to public school students. As part of the first phase of this program, 4Culture staff intend to develop a baseline of cultural programs being offered to schools and plan to use that to compare with future program data to measure any increase in cultural programming.

Description of Goals, Priorities, and the process for the Delivery of the Funding for Transportation required by State Law. The implementation plan describes the goals and priorities for funding public school transportation. In accordance with state law, the program prioritizes transportation funding for all school districts with at least 40 percent of the student population eligible for federal free and reduced-price school meals (FRL).³⁸ The plan also expresses the goal that if funds are sufficient, all schools with 40 percent or more FRL rates, regardless of overall school district FRL rates, will receive funding. Moreover, there is a goal for all schools that face significant transportation costs due to their distance from cultural centers to receive transportation funding.

While the goals and priorities are clear, the process for delivery of the funding for transportation identified in the implementation plan is less clear. The plan notes that there are various transportation models in the 19 school districts within King County, and 4Culture staff will design a system that is appropriate for each district. The tentative start-up timeline depicted transportation design occurring concurrent with transmittal of

³⁸ The first item bulleted list at the bottom of page 32 of the transmitted implementation plan appears to have a typo. That item should state "All school districts with 40%+ FRL rates have access to transportation funds."

the implementation plan. Because of this timing, it is also unclear how the process for transportation funding would prioritize funding for school districts with 40 percent FRL rates with the yet to be determined process for reviewing applications for both transportation and cultural programming funding.

Description of Start-up Timeline, Communications Strategy, and Respective Roles. The implementation plan contains a tentative start-up timeline that covers the 10-month period from May 2024 through February 2025. The timeline contains a summarized list of actions with the respective month for each action that takes the program from stakeholder engagement through roster buildout, testing and launch.

The implementation plan also contains a communication strategy that covers two time periods: program design in 2024 and program launch in 2025. The program design communication strategy focuses on understanding barriers both schools and cultural organizations have faced, what has previously worked well in partnerships between educators and cultural organizations, and identifying the information needed to build out the cultural organization roster. The strategy for 2025 focuses on engaging with educators and cultural organizations to inform them about the program and opportunities as well as raising the awareness of the general public.

The implementation plan also fulfills the ordinance requirement of identifying "respective roles that school districts, teachers, cultural organizations' education programs, and 4Culture will have in planning and delivery of the public school cultural access program." The tables contained in the plan delineate that:

- School districts will help inform program design and support communication to school staff.
- Teachers will inform program design, utilize the roster to arrange programming for students, work with cultural partners to develop a plan for programming, and complete surveys after the programming has been completed.
- Cultural organizations will inform program design, provide data for the roster, collaborate with school staff to develop plans for programming, provide programming, complete surveys afterwards, and receive funding.
- 4Culture will conduct engagement to inform program design, then design and maintain the website, roster and funding mechanisms for the program, and also foster relationships between schools and cultural organizations.

Public Benefit Reporting Framework. The transmitted implementation plan includes a framework for public benefit reporting that appears to meet the Doors Open ordinance requirement. The framework identifies the general public benefit, equity inclusion, and geographic inclusion benefits that cultural partners are most likely going to provide in order to satisfy Doors Open requirements. The framework also describes that data will be collected through the MOU that cultural organizations will need to receive funding for programming. The MOU process will gather data to illustrate the public benefits to school students, educators, and the cultural organizations using the initial list of 16 metrics.

Public Free Access Program. The third of the six programs beginning in 2025 that is described in the implementation plan is Public Free Access. The following sections will describe how the program description in the plan responds to the requirements from the Doors Open Ordinance.

Summary of the program and allocation. The implementation plan describes how the program would reimburse cultural organizations for free and reduced-cost access to increase access to cultural offerings by reducing the barrier that admissions fees present to many residents. The estimated annual allocation is \$14.6 million. 4Culture estimates that 300 organizations will apply annually for this funding.

Criteria for Awarding Proceeds. The implementation plan contains five criteria for awarding proceeds to cultural organizations under this program. The criteria require that the cultural experience is:

- Mission-based and engages the attendee in the mission;
- Identical to the experience to attendees paying the standard admission fee;
- Produced by the applicant organization;
- Open and advertised to the public such that anyone who wishes to attend may do so; and
- In-person at venues in the county where attendance counts are taken.

Description of the application and process for awarding grants. The transmitted implementation plan describes an application process that would include using the Sustained Support application process as a means of pre-qualifying eligible cultural organizations for the Free Access program. The stated intent behind this method is to reduce the burden of applying to multiple programs, as was required in the Doors Open ordinance, as well as a strategy to ensure equitable access to funding. Organizations that are deemed eligible for the Free Access program would then complete a short application that describes the number and documentation method for free and reduced cost attendees in the previous year, the plan for current year experiences where free and reduced cost programming will be offered and how the organization will prioritize free and reduced access for members of underserved communities.

The plan states that grants for the current year are based on the attendance data from the previous year. 4Culture staff have expressed that this method greatly simplifies the application process for smaller organizations that may be reliant upon volunteers to write the grant applications. 4Culture staff believe that providing attendance from the prior year avoids the need for projections on programming, attendance, and revenues, and also reduces unclaimed grant awards that could happen with missed projections. Finally, 4Culture staff indicate that organizations that receive Public Free Access grants are also likely to be already receiving Sustained Support operating grants so that the combined support will allow even smaller organizations to expand their offerings for free access.

In addition to attendance-based application reviews, applicants that are located outside of Seattle, serving a Community of Opportunity, with a small budget, or having other indicators correlating to a limited access to funding may receive an equity investment

increasing the grant amount over what would otherwise have been awarded. 4Culture staff indicate that an application question will ask how applicants plan to reach underserved communities as a means of both gathering this information and encouraging applicants to increase their accessibility to all communities in the county. While it appears that this increased equity investment should be used solely for funding free access, the implementation plan could be more explicit that it cannot be used as an operating support grant.

Public Benefit Reporting Framework and Description of the Grant Contract and Payment Process. Like the other Doors Open program areas, the transmitted implementation plan combines public benefit reporting with the payment process. In order to receive reimbursement, cultural organizations would have to provide data on the number of free or reduced-cost attendance provided. This data appears to be the only proposed method of tracking a cultural organization's provision of public benefits as no other reporting is included in the proposed implementation plan for this program. The grant contract process would be the same for the Free Public Access Program as for other Doors Open programs.

Building for Equity Program. The Doors Open Building for Equity cultural facilities program would include six grant categories by incorporating five capital grant programs 4Culture currently administers and creating one new grant category. According to the implementation plan, the estimated annual funding across for the Building for Equity program would be approximately \$9.7 million. The following sections will describe how the implementation plan responds to the requirements of the Doors Open ordinance.

Summary of the program and allocation. 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."³⁹ The Building for Equity program would include 4Culture's existing Capacity Building, Facilities, Equipment, Landmarks Capital, and Emergency/Unforeseen Capital programs and a new program, Native Cultural Facilities, focused on facilities that serve native communities and share native cultures. 4Culture estimates that 200 organizations across the arts, heritage, historic preservation, and science disciplines are expected to apply each award cycle.

Criteria for awarding proceeds. Table 4 summarizes the criteria for awarding proceeds for the six programs.

³⁹ Doors Open Implementation Plan, pg. 39.

**Table 4.
Criteria for Awarding Proceeds**

Facilities	Capacity Building	Equipment	Native Cultural Facilities	Landmarks Capital	Emergency/ Unforeseen
Quality and Qualifications	Quality and Qualifications	Quality	Currently Under Development	Quality	Quality
Feasibility	Feasibility	Feasibility		Feasibility	Feasibility
Project Impact and Public Benefit	Impact	Project Impact		Advancing Equity	Project Impact and Public Benefit
Advancing Equity	Advancing Equity	Advancing Equity		Program Priorities ⁴⁰	Emergency ⁴¹ / Unforeseen Opportunity ⁴²
				Focus on rehabilitation of designated landmark property	

The transmitted implementation plan proposes to include Building for Equity additional eligibility requirements not included in the Doors Open ordinance. For the Facilities program, similar to the 2024 one-time capital program, the implementation plan would include an additional eligibility requirement for projects with budgets larger than \$10 million to demonstrate "commitment to Equity in Development and Construction Practices."⁴³ For the Capacity Building Program, a program designed to create a pathway for smaller organizations to advocate and plan for cultural facilities, the transmitted plan proposes that the program would only be available to organizations located in a Community of Opportunity, serving a vulnerable population, or located outside of Seattle or the organization's primary mission or programs supporting historically marginalized communities. These eligibility requirements are consistent with 4Culture's current practices.

Description of the application and process for awarding grants. The implementation plan notes that each grant program and cycle have a different pool of applicants, and recommendations for awards would be made by separate panels of working professionals in the fields that 4Culture funds – representative of geography,

⁴⁰ The implementation plan notes that the "Program Priorities criterion allows the Landmarks Capital program to adapt to time-sensitive needs and specific gaps in funding for historic preservation" (pg. 40).

⁴¹ Emergency criteria include: 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; catastrophic event or natural disaster.

⁴² Unforeseen Opportunity criteria include: 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.

⁴³ Doors Open Implementation Plan, pg. 39.

organization size, and points of view. The panels would then recommend selected proposals to 4Culture's Advisory Committees and Board based on the criteria described in the previous subsection. The 4Culture Board would approve the final list of awards. Emergency/Unforeseen Opportunity funds would be reviewed by the relevant 4Culture Advisory Committee, which would make a recommendation to the 4Culture Board of Directors or the Executive Committee.

The implementation plan notes that the application and review process for Native Cultural Facilities funding is currently under development under the guidance of the Native Advisory Council. According to 4Culture staff, the Native Cultural Facilities Advisory Council is comprised of five community-based professionals with deep ties or personal experience with the Native community, experience in community-based projects, equitable funding platforms or grant-making program development, neighborhood, community, and facility project development, and cultural organizations. 4Culture staff anticipates the funding criteria to be completed in December 2024.

As with the other Doors Open programs, grant payments would be made via reimbursement. The implementation plan notes that there would be an open application period of 6-8 weeks with at least three workshops sharing the guidelines, criteria, application process, and engagement to community networks and media outlets.

Public benefit reporting. The implementation plan identifies the key reporting metrics as the number and type of projects funded over time by district and ZIP Code. Facilities grants would require organizations to provide arts, culture, science, and/or heritage programs, services, or opportunities as a public benefit for at least ten years. The organization would be required to widely publicize public performances, events, and programs and track the number of events and audiences served. The organization would be required to provide 6-hours of expertise over the entire award period to the Building for Equity program by participating in a focus group, interviews, or workshop.

Organizations with a project budget over \$10 million would be required to participate in a Space Contribution program facilitated by 4Culture in which the organization would offer free technical assistance, use of facility space, or other equivalent to a Building for Equity Capacity Building or Launch grantee.

Capacity Building grants would require that organizations provide cultural opportunities as public health regulations permit. These would include:

- 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 the organization; and
- Participation/engagement of the organization's staff, board or volunteers in training that prepares them to serve their community better and increase their skills in planning for and managing capital projects.

Organizations would be required to widely publicize public benefit performances, events, and programs and track the number of events and audiences served.

Equipment grants would require organizations to provide opportunities to the public with the equipment over a period of at least ten years.

Landmarks Capital grants would require that organizations agree to maintain the property as a landmark in perpetuity and maintain the property in good condition for a minimum of 10 years. According to the transmitted implementation plan, public benefit centers on rehabilitation and long-term stewardship of designated landmarks.

For Emergency/Unforeseen Opportunity grants, the implementation plan notes that "public benefit varies slightly by program area but parallels the public benefit requirements of Building for Equity Facilities and Landmarks Capital programs."⁴⁴

Countywide Initiatives Program. The fifth of the six 2025 Doors Open programs is the Countywide Initiatives program, which the Doors Open ordinance described as supporting "regional initiatives and projects, including public programs, supports for cultural practitioners and cultural organizations, limited-time cultural events, and funding for unmet cultural sector needs. The implementation plan proposes a somewhat narrower scope for the Countywide Initiatives program of supporting "field services organizations that improve career opportunities for King County's cultural practitioners."⁴⁵ 4Culture staff have indicated that the focus on field services aligns with a strategic need that 4Culture has identified in its strategic plan, which is to support individuals in the cultural sector who are not eligible to directly receive Doors Open funding, but whose role in the sector is critical to Doors Open's success. Whether to focus Countywide Initiatives program funding on field services organizations is a policy choice for councilmembers.

The implementation plan refers to field services as "the constellation of programs, resources, and networks that support capacity building for cultural organizations and cultural practitioners in King County."⁴⁶ The estimated annual funding across for this program would be \$6.8 million annually.

Summary of the program and allocation. The transmitted implementation plan describes the Countywide Initiatives funds as providing multi-year project-based grants to increase field services provider capacity. The plan further identifies three types of field services that 4Culture is "best equipped" to support:

- Pathways, which are training and skill-building opportunities not consistently available and accessible across career stages, disciplines, and regions;
- Community building for cultural practitioners who want community building or mentorship opportunities such as cooperatives or communities of practice; and
- Professional services include legal counsel, professional photography and marketing, trademarking, and tax advice for cultural practitioners.

4Culture estimates that 50 organizations across the four cultural disciplines are expected to apply each award cycle.

⁴⁴ Doors Open Implementation Plan, pg. 42

⁴⁵ Doors Open Implementation Plan, pg. 43

⁴⁶ Doors Open Implementation Plan, pg. 43

Criteria for awarding proceeds. The Countywide Initiatives program award recipients would be cultural organizations with a primary purpose of providing programs, resources, and networks that support capacity building for cultural organizations and cultural practitioners in King County or cultural organizations that provide or would like to provide field services but do not include it as their primary mission focus.

Awards would prioritize funding and 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.

Description of the application and process for awarding grants. The implementation plan indicates that grant applications would be evaluated by panels composed of working professionals in the fields that 4Culture funds – representative of geography, organization size, and points of view. The panels would then recommend selected proposals to 4Culture's Advisory Committees and Board based on the criteria described in the previous subsection. The 4Culture Board would approve the final list of awards.

Grant terms would be at least three years "to allow for appropriate length of planning before implementation and help sustain projects for one to two interactions."⁴⁷

Public benefit reporting. The implementation plan identifies key reporting metrics as the number and location of field service providing programs and the number of participants completing the programming or service. According to the implementation plan, organizations would collect data including:

- Number of programs or services provided;
- Number/attendance for practitioners that participated in their organization's programming or services;
- Location of programming or services; and
- Number of partnerships between cultural organizations facilitated.

4Culture staff have stated that 4Culture will develop a baseline of data for Field Services through the application and award process from the first year of the funding program.

Launch Program. The sixth of the six 2025 programs, the Launch program, would be "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 King County and all communities in the county have access to cultural experiences."⁴⁸ The estimated annual funding for the program would be approximately \$2.9 million annually.

Summary of the program and allocation. The Launch program would provide grants for start-up costs and multi-year operating support for new and emerging organizations. The program would pair funding with capacity building and technical assistance. The transmitted implementation plan notes that this program would enable new organizations to have a pathway to receiving Sustained Support, which is only available

⁴⁷ Doors Open Implementation Plan, pg. 45

⁴⁸ Doors Open Implementation Plan, pg. 46

to organizations with a 2-year (heritage and preservation) and 3-year operating status (arts). As part of supporting new organizations, the Launch program would allow organizations that have previously received Sustained Support and are hiring paid staff for the first time to apply.

The implementation plan also notes that an additional priority of the Launch program would be to increase access to cultural space, especially for organizations that have historically faced barriers to purchasing and stewarding cultural space.

4Culture estimates that 25 to 50 organizations across the four cultural disciplines are expected to apply each award cycle.

Criteria for awarding proceeds. New and emerging organizations would be eligible to apply for Launch grants. According to the implementation plan, new organizations are "Doors Open-eligible cultural or science organizations that are less than three years old and have not previously been awarded Sustained Support funding,"⁴⁹ and 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."⁵⁰ Emerging organizations may have previously received Sustained Support. A cultural organization that does not have 501c3 status would only be eligible for Doors Open funding through contracting with a Doors Open-eligible cultural organization as a fiscal sponsor.

The implementation plan also identifies new collaborative ventures among existing cultural organizations as eligible for Launch funding if the organization has a decision-making body and structure that is independent of the participating organizations.

The plan indicates that the Launch program would "prioritize organizations based outside of Seattle, or in a Community of Opportunity (COO), or meeting other equity criteria, for funding and support."⁵¹

According to the plan, program criteria will be refined based on outreach and engagement in 2024 and 2025. Program criteria are anticipated to include Quality and Qualifications, Impact and Public Benefit, Feasibility, and Advancing Equity.

Description of the application and process for awarding grants. The implementation plan indicates that applications would be evaluated by panels of working professionals in the fields that 4Culture funds – representative of geography, organization size, and points of view. Based on the criteria described in the previous subsection, the panels would then recommend selected proposals to 4Culture's Advisory Committees and Board. The 4Culture Board would approve the final list of awards.

Public benefit reporting. The implementation plan identifies the key reporting metrics as the number of awards and total funding over time to new organizations by geography

⁴⁹ Doors Open Implementation Plan, pg. 46

⁵⁰ Doors Open Implementation Plan, pg. 47

⁵¹ Doors Open Implementation Plan, pg. 47

and discipline and the number of new organizations that gain eligibility for the Sustained Support grant program.

Reporting metrics for organizations receiving Launch funds may include visitation numbers, volunteer hours, or audiences served. Public benefits reported can include work that leads to growth in reach and impact and programs and services that increase access to culture and science, especially for underserved communities.

Vulnerable Populations and Communities Outside of Seattle Allocations. The Doors Open ordinance includes an intention for "increasing the number, capacity, and stability of cultural organizations or cultural facilities, or both, in geographical areas that need additional cultural capacity with investments to ensure all communities in the county have access to cultural experiences." For both the 2024 one-time programs and the 2025-2031 programs, the Doors Open ordinance requires that at least 10 percent of grant funding be allocated to cultural organizations serving vulnerable populations and Communities of Opportunity, and that at least 25 percent of grant funding be allocated to cultural organizations located outside of Seattle.

4Culture is proposing to incorporate into all the Doors Open programs the minimum allocations to cultural organizations serving vulnerable populations and located in Communities of Opportunity or outside of Seattle. Applicants eligible for those allocations, therefore, would be able to receive additional funding by applying to the Doors Open programs relevant to their organizations and would not need to apply, for example, to a separate program dedicated to providing grants to organizations outside of Seattle. 4Culture's intention with that approach is to minimize the burden of applying for cultural organizations, particularly smaller organizations, and to streamline the process for 4Culture so that cultural organizations can receive funding quickly and efficiently.

The Doors Open ordinance also defines equity and geographic inclusion benefits and requires that each cultural organization receiving Doors Open funding provide at least one of such benefits. Equity and geographic inclusion public benefits include:

- Providing free or low-cost attendance to cultural organizations and cultural facilities for county residents who have economic, geographic, and other barriers to access;
- 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;
- Increasing the diversity of staff and governing boards of cultural organizations;
- Increasing opportunities for access to cultural facilities, programs, and services for diverse and underserved populations and communities;
- Broadening cultural programs and provide programming that appeals to diverse populations within the county;
- Increasing investment in programs and organizations that represent and reflect the diversity of the county;

- Planning and implementing cultural programs or collaborating with other cultural organizations in order to extend the reach and impact of cultural programs to diverse and underserved populations and communities;
- Planning and implementing cultural programs and activities outside established cultural centers;
- 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; and
- 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.

4Culture plans to track cultural organizations' delivery of public benefits, including equity and geographic inclusion public benefits, through public benefits reporting that grant recipients will be required to provide in order to receive funding.

4Culture also intends to ensure the Doors Open equity and geographic inclusion goals are met through the provision of additional investments that will be added to the grant awards for organizations that are located outside of Seattle or are located within a Community of Opportunity.

While the proposed implementation plan states that it will adhere to the 10 percent and 25 percent equity and geographic inclusion allocation requirements, the plan describes a process whereby grants will be allocated according to scoring by panels in various funding siloes and does not provide the methodology by which 4Culture will ensure the overall program funding meets the allocation requirements.

4Culture staff provided additional clarification that each Doors Open program and application review panel would have direction to meet the 10 percent and 25 percent minimum requirements. If a panel for any grant pool cannot meet the requirement during the panel review process, for example because there are no applicants satisfying the requirements or the award requests from eligible organizations is lower than the set asides, the panel would then work with the 4Culture program manager to reallocate the funds within the pool of eligible applicants or to other Doors Open programs to ensure that the overall 10 percent and 25 percent program minimums are met.

Doors Open Assessment Report. As the final element of the implementation plan, the Doors Open ordinance requires that 4Culture provide a timeline for submitting a Doors Open Program Assessment Report to the Executive and the Council. The transmitted plan proposes a 2029 delivery timeline in order to inform the process for proposing a renewal of the Doors Open Program, which would begin in 2030. The plan states that the assessment report would include the information required in the Doors Open ordinance. Asked for further detail, 4Culture staff provided the information shown in Table 5 about the methodology that would be used to assess the impact of the Doors Open Program.

Table 5. Doors Open Assessment Report Methodology

Levels of Data Analysis	Methods	Potential Sources
Grantee and Applicant Impact	<ul style="list-style-type: none"> • Descriptive statistics on the category or discipline, organizational demographics, and geographic dispersion of awarded grantees • Qualitative data includes in-depth case studies, semi-structured interviews, focus groups, content analysis 	<ul style="list-style-type: none"> • Applicant and Awardee data • Photographic submissions • Site visits by external reviewers • Local press • Staff insights
Audience and Participants	<ul style="list-style-type: none"> • Survey data • Organizational partners working with schools 	<ul style="list-style-type: none"> • Audience and attendee survey data • Youth satisfaction surveys through org partnerships
Creative Workforce Sector Studies	<ul style="list-style-type: none"> • Statistical data • Supplemental surveys • Partnering with reputable research partners 	<ul style="list-style-type: none"> • ArtsFund and other regional partners • American Community Survey • Creative Vitality Index / WESTAF data
King County Residential Polling/ Opinion Data	<ul style="list-style-type: none"> • Polling based 	<ul style="list-style-type: none"> • Text or email polling using statistically representative sample of residents

In describing how 4Culture would measure and evaluate Doors Open outcomes for the Assessment Report, the transmitted implementation plan states that 4Culture will hire a full-time evaluator to help 4Culture improve data collection and reporting. The plan also states that 4Culture would include Doors Open Program reporting in the agency’s regular annual reporting to the Executive and to the Council’s Committee of the Whole. The plan does not provide detail about what elements and data would be including in the annual Doors Open reporting.

Potential Policy Issues. Council staff have identified several policy issues of potential interest to committee members.

Vulnerable Populations, Communities of Opportunity, and Geographic Inclusion Requirements. The proposed implementation plan describes how grant programs will provide bonuses to cultural organizations who serve vulnerable populations, are in Communities of Opportunity, and are located outside of Seattle. However, the proposed plan does not describe how 4Culture will ensure that at least 10 percent of

Doors Open proceeds go towards cultural organizations meeting the Doors Open ordinance definition of serving vulnerable populations or Communities of Opportunity or how 4Culture will ensure 25 percent of proceeds go to cultural organizations outside of Seattle. 4Culture staff provided additional clarification that the agency intends to apply those minimum set asides to the grant pools for all Doors Open programs, and if there are not enough eligible requests within a grant pool to meet the minimum requirements, reallocate the grant awards either to eligible organizations within that grant pool or to another Doors Open program in order to meet the requirements in the overall Doors Open program. Whether to add 4Culture's proposed methodology for meeting those requirements, or another approach, to the implementation plan is a policy consideration.

Criteria for Awarding Proceeds. The Doors Open ordinance requires the implementation plan to include the criteria for awarding proceeds for each of the programs. For most of the programs, the proposed implementation plan does so in broad terms. For example, the proposed criteria for the Heritage Sustained Support Program is: "resilience, public benefit, equity, and heritage priorities." Whether to accept as proposed, modify, or further define the program criteria is a policy consideration.

Grant Cycle for the Sustained Support Program. 4Culture currently administers King County's Sustained Support grant program to provide operating support to King County cultural organizations. The program is established in county code with a 2-year grant award cycle. Through the Doors Open Implementation Plan, 4Culture is proposing to transition the Sustained Support program to three-year grant cycles in order to provide cultural organizations with more certainty about funding levels and to reduce the administrative burden of preparing grant applications. Tradeoffs to this proposed change include a longer waiting period for cultural organizations that miss an application deadline and the potential for Doors Open revenue fluctuations to impact out-year grant awards. The grant cycle length for Sustained Support is a policy consideration.

Assessment Report Timing and Annual Reporting. The Doors Open ordinance requires the implementation plan to include a proposed timeline for providing the Doors Open Assessment Report to the Executive and the Council. The plan proposes the report be transmitted in 2029. A policy consideration is whether that timing allows adequate time to use the report to make any adjustments in administration of the program and to inform the Doors Open renewal process in 2030. The proposed implementation plan also states that 4Culture will integrate Doors Open program reporting into 4Culture's regular annual reporting to the Executive and Council, so whether to place specific requirements or parameters on what that annual reporting entails is a policy consideration.

Responses to Questions Raised in Committee. 4Culture provided the following responses to questions raised by committee members at the September 3, 2024, Regional Policy Committee briefing on the Doors Open Implementation Plan.

Opportunities for Smaller Organizations to Access Cultural Facility Grants. A question was raised about what options are available for securing or revitalizing cultural venues for organizations that are too small to own or operate their own spaces. 4Culture provided the following response.

Building for Equity's Capacity Building grant program provides funding and technical support for organizations who are looking toward acquiring, owning, and/or operating their own spaces. This program is designed to prepare organizations to access Building for Equity's Cultural Facilities grant, a program that funds organizations who are acquiring, renovating, or stewarding cultural spaces.

4Culture's Preservation Action Fund, which is Lodging Tax supported, is a potential tool for small organizations that are looking to partner in acquiring and revitalizing a historic building.

Launch, a program which combines technical assistance with startup funding, is also a potential tool for small organizations to build towards operating their own space.

Funding Emergency Needs. A question was raised about what program(s) Doors Open would have for funding emergency needs and whether 4Culture has a policy to guide under what circumstances and conditions emergency funding can be provided. 4Culture provided the following response.

The 2024 Doors Open Operating Support program provides funding for operating expenses – meaning organizations can put them toward their most emergent needs. This funding program opened in August, closed in September and awards will be announced by December 31, 2024; with contracting to begin in January 2025 with initial payment requests in the first quarter of 2025. The scale of funding and the speed of the program administration is unprecedented in 4Culture's history.

For 2025-2031 Doors Open programs there are:

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

Emergency and Unforeseen Program for Building for Equity. 4Culture's Emergency and Unforeseen Program operates on a rolling basis and faster timeline than the Building for Equity Cultural Facilities program. Emergency and Unforeseen grants meet a wide variety of unexpected facility needs for cultural organizations, and the funds are only available for actual costs incurred to repair or renovate cultural spaces.

As soon as Emergency and Unforeseen Program applications are received, 4Culture staff review them and refer them to the appropriate Advisory Committee: Arts, Heritage, Historic Preservation or Science. The Advisory Committee will then meet with the applying organization to discuss the request and subsequent next steps.

4Culture Support Network Consulting Roster. 4Culture plans to provide additional scaffolding and support to help organizations manage the risk and opportunities associated with additional public funding. Cultural organizations will have access to the roster and will receive an allocation of consultant hours based on their eligibility. Emergency/crisis consulting is part of the roster of topics and help for the following areas is made available:

- Financial emergency planning
- Facilities management
- Leadership and board optimization
- Legal services

4Culture is developing this roster and has tentative launch plans for the first or second quarter of 2025, depending on Doors Open Implementation Plan approval.

Policy/Guidelines for Emergency Funding. 4Culture’s approach to emergency funding balances the cultural sector’s needs for stability, equity, and sustainability. Public funding to meet cultural organizations in crisis is limited; therefore, emergency funding must be distributed strategically and equitably.

4Culture administers responsive and transparent funding programs that operate within the confines of King County Code, 4Culture's Charter, and 4Culture's Bylaws. These policies set forth competitive funding programs with publicly available guidelines and criteria, and a review and appeal process.

The requirement that 4Culture grantees perform promised “public benefit” services before receiving grant funds is rooted in Washington statute, RCW 42.24.080. RCW 42.24.080 describes advance payment to a private party without consideration (meaning the party meets very specific contractual requirements) as an unconstitutional gift of funds.

4Culture has long worked with this facet of state law in the agency's grant processes, and as such, has developed ways for awardees to invoice for partial payment as often as they need to perform their work and provide the contracted public benefit. Our processes accommodate cultural organizations, protect the public's money, and ensure that cultural work continues to be equitably supported.

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 6 provides the anticipated legislative schedule for this item. Amendment deadlines are included in Attachment 2 to this staff report.

Table 6. 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. Review and Amendment Schedule
3. Transmittal Letter
4. Fiscal Note



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

Table of Contents

1. Executive Summary.....	3
Doors Open Implementation Plan-on-a-Page	4
2. Implementation Plan Background	6
A. Introduction to Cultural Access Programs.....	6
B. Overview of 4Culture.....	6
C. Foundational Policies and Plans.....	7
D. Ordinance Requirements Crosswalk.....	8
E. Doors Open Framework Overview.....	8
F. Doors Open Public Benefit Reporting Framework.....	11
G. Leveraging 4Culture’s Strengths.....	12
H. Special Focus on Science and Technology Outreach.....	16
3. Doors Open and Implementation Plan Community Engagement.....	18
4. Doors Open 2024: One Time Capital and Operating Support	18
A. One-Time Capital Grant Program: Doors Open Facilities	18
B. One-time Operating Support Program	21
C. Engagement and Communications Strategy for 2024 Doors Open Programs.....	24
5. Doors Open 2025-2031	25
A. Sustained Support.....	25
B. Public School Cultural Access.....	28
C. Public Free Access.....	38
D. Building for Equity.....	39
E. Countywide Initiatives	43
F. Launch.....	46
G. Outside of Seattle Program and Communities of Opportunity Program.....	48
6. Measuring and Evaluating Doors Open Outcomes.....	49
Timeline for Assessment Report	49

Assessment Report Requirements..... 49

7. Appendices.....51

 A. Itemization of Doors Open Start-Up Costs 51

 B. 2024 Board Directors 51

 C. 2024 Advisory Committee Members..... 54

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, programing, and educational materials, which enhance a cultural
8. experience either before or after, or both, attending an exhibit, performance, or event;
9. Providing arts, science, and heritage career building opportunities for youth through internships and apprenticeships or other means;
10. Establishing partnerships between cultural organizations or other cultural institutions to present new multidisciplinary cultural experiences;
11. Implementing organizational capacity-building projects or activities that a cultural organization can demonstrate will enhance the ability of that cultural organization to execute community outreach, communications, and marketing strategies to attract and engage county residents with opportunities for access to cultural experiences and with emphasis on underserved communities; and
12. Implementing organizational capacity-building projects or activities that a community-based cultural organization can demonstrate will enhance the ability of that cultural

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

Equity Inclusion Benefits

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

Geographic Inclusion Benefits

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

Reporting Standards for Funded Organizations

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

G. Leveraging 4Culture’s Strengths

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

Established Engagement and Communications Channels

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

Equity Priorities for Outreach, Engagement and Communications

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

In 2020, with the shutdown of in-person outreach due to the pandemic, 4Culture instituted a language access policy and a communications campaign to explain to the public that anyone with language-access needs can contact hello@4Culture.org 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 Line Amendment Direction to Staff: October 17 th noon
Action	COW	November 4 th	Striker Direction to Staff: October 21 st COB 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 Line Amendment Direction to Staff: November 8 th COB
Final Action	Full Council	November 26 th	



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 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.