

King County Equitable Development Initiative Implementation Plan Phase 2

August 2024



King County

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I. LEGISLATIVE TEXT

Ordinance 19712, Section 77, Expenditure Restriction ER8 and Proviso P1¹

ER8 EXPENDITURE RESTRICTION:

Of this appropriation, \$1,000,000 of short-term lodging tax revenue shall be expended solely to support the Equitable Development Initiative established by the executive as requested by Motion 16062.

P1 PROVIDED THAT:

Moneys restricted by Expenditure Restriction ER8 of this section shall not be expended or encumbered until the County Executive transmits phase 2 of the Equitable Development Initiative plan, requested by Motion 16062, and a motion that should accept the plan and reference the subject matter, the proviso's ordinance, ordinance section, and proviso number in both the title and body of the motion, and a motion accepting the plan is passed by the council.

The equitable development phase two plan, as requested by Motion 16062, should:

- A. Include objectives and strategies for reducing economic and racial disparities, by preventing residential, economic, and cultural displacement, and creating and preserving community stability;
- B. Incorporate data of current and predicted future displacement risk and related metrics that should be used to determine programs and policies;
- C. Include metrics for monitoring and evaluating equitable outcomes;
- D. Describe potential partnerships with community-based organizations, regional partners, and other jurisdictions to establish the initiative program funding and policies countywide;
- E. Identify potential funding options for the initiative;
- F. Propose strategies to coordinate across county agencies and programs to advance initiative objectives;
- G. Identify a process for community outreach and collaboration with community-based organizations and other jurisdictions, with a particular focus on communities experiencing or at risk of displacement;
- H. Describe how the process will use the "community directs action" level of engagement as outlined in the office of equity and social justice's community engagement guide;
- I. Propose next steps, including a timeline, that would be needed to implement the initiative, including legislation; and
- J. Include a recommendation the duties and responsibilities of a permanent advisory board to implement the initiative. The permanent advisory board should be comprised of four representatives selected by the executive and one representative selected by each councilmember, and appointments should emphasize Black, indigenous, and people of color and those most impacted by displacement pressures.

The County Executive should electronically file the plan and motion required by this proviso, with the clerk of the council, who shall retain an electronic copy to all councilmembers, the chief of staff, and the lead staff for the transportation, economy and environment committee or its successor.

¹ Ordinance 19712, pg 67-69. [\[LINK\]](#)

Motion 16062

A MOTION requesting the executive establish an equitable development initiative and prepare an implementation plan.

WHEREAS, King County is committed to creating a racially and socially just county for all residents, and

WHEREAS, historic structural racism and disenfranchisement have suppressed access for marginalized populations, including communities of color, to economic, health and environmental opportunities to reach their full potential and thrive, and

WHEREAS, laws and policies at every level of government, such as alien land laws passed in Washington state between 1886 and 1923 and racially restrictive covenants, were racially discriminatory and prevented Black, indigenous and people of color (“BIPOC”) populations from attaining homeownership and achieving generational wealth, and

WHEREAS, there are persistent inequities by race, ethnicity and place for many communities that hinder access to early childhood development, quality education, parks and open space, community spaces, culturally relevant businesses, affordable housing, healthcare and human services, and

WHEREAS, the double-digit increase in housing prices in King County year-over-year and the loss of 112,000 units of housing affordable to those making 80 percent area median income or less since 2012 has led to increasing unaffordability and ultimately displacement of low-income families and communities of color, and

WHEREAS, equitable development refers to public and private investments, programs and policies in geographic areas that take into account past history and current conditions to meet the needs of marginalized populations and to reduce disparities so that quality of life outcomes are equitably distributed for both existing residents and new residents to create strong communities, and

WHEREAS, inequities in community investment perpetuate disparate outcomes and displacement for historically marginalized populations including BIPOC, immigrants and refugees, LGBTQ and persons with disabilities, and

WHEREAS, the council seeks to directly address negative impacts caused by historical structural racism, disenfranchisement and inequities in community investment, and

WHEREAS, the council unanimously adopted Ordinance 16948, which is also referred to as the Equity and Social Justice Ordinance, in 2010, reaffirming a shared vision in which all King County residents have equitable opportunity to thrive, defining equity for the county and identifying determinants of equity and priorities for government in advancing equity, and

WHEREAS, the 2016-2022 King County Equity and Social Justice Strategic Plan establishes a blueprint for action and change aimed at expanding access to opportunities in eight areas, including: child and youth development; economic development and jobs; environment and climate; health and human services; housing; information and technology; the justice system; and transportation and mobility, and

WHEREAS, dedicated place-based funding to advance these eight opportunity areas, along with community partnerships, is critical to advance and implement racial and social equity in King County, and

WHEREAS, an equitable development initiative provides investment, programs and policies that take into account past policy decisions, historic inequities and current conditions that will improve access to opportunities to the most affected communities and allocate resources to communities at risk from displacement, and

WHEREAS, an equitable development initiative includes investment and resource allocation to identified communities to advance economic mobility and opportunity, prevent residential, economic and cultural displacement, build upon local cultural assets, promote transportation mobility and

connectivity, create healthy and safe communities, and enable equitable access for all communities;

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

1. A.1. The council requests that the executive establish an equitable development initiative.
 2. Planning and creation of the initiative shall be completed in partnership with a planning workgroup comprised of community membership emphasizing Black, indigenous and people of color leadership and broad geographic representation, who are appointed by the executive in consultation with the council using an open application process. Consideration should be given to individuals with lived experience or expertise relevant to the initiative. Appointees shall be compensated for their participation.
 3. The initiative shall be countywide in scope. The planning workgroup is requested to make recommendations to the executive and the council regarding how to prioritize the initiative's work in unincorporated area communities, particularly historically marginalized communities, consistent with King County's responsibility as the unincorporated local government.
 4. The initiative should be guided by a framework with the following principles:
 - a. advances economic mobility and opportunity for residents;
 - b. prevents residential, commercial and cultural displacement;
 - c. builds upon and protects local cultural assets that anchor communities;
 - d. supports organizational capacity building;
 - e. promotes transportation mobility and connectivity; and
 - f. enables equitable access for all communities.
- B. Any new focus or framework principles adopted by this motion shall not apply to the Best Starts Capital Grants Program. The workgroup and executive are requested to recommend how the initiative, if adopted and implemented, would inform and collaborate with the Best Starts Capital Grant Program, consistent with the previously adopted grant criteria in the Best Starts for Kids implementation plan.
- C. The council requests that the executive transmit phase 1 of an equitable development initiative implementation plan created with the planning workgroup identified in section A. of this motion. Phase 1 of the plan should include, but is not limited to, the following:
1. A framework that is consistent with equitable community-driven development principles identified in section A. of this motion;
 2. Recommendations and next steps for county and community structure, capacity and related resources necessary to support an equitable development initiative, informed by similar programs.
- D. The council further requests that the executive transmit phase 2 of the equitable development initiative implementation plan created in partnership with the planning workgroup identified in section A. of this motion. Phase 2 of the plan should:
1. Include objectives and strategies for reducing economic and racial disparities, by preventing residential, economic and cultural displacement and creating and preserving community stability;
 2. Incorporate data of current and predicted future displacement risk and related metrics that should be used to determine programs and policies;
 3. Include metrics for monitoring and evaluating equitable outcomes;
 4. Describe potential partnerships with community-based organizations, regional partners

- and other jurisdictions to establish the initiative program funding and policies countywide;
5. Identify potential funding options for the initiative;
 6. Propose strategies to coordinate across county agencies and programs to advance initiative objectives;
 7. Identify a process for community outreach and collaboration with community-based organizations and other jurisdictions, with a particular focus on communities experiencing or at risk of displacement;
 8. Describe how the process will use the “community directs action” level of engagement as outlined in the office of equity and social justice’s community engagement guide;
 9. Propose next steps, including a timeline, that would be needed to implement the initiative, including legislation; and
 10. Include a recommendation the duties and responsibilities of a permanent advisory board to implement the initiative. The permanent advisory board should be comprised of four representatives selected by the executive and one representative selected by each councilmember, and appointments should emphasize Black, indigenous and people of color and those most impacted by displacement pressures. The board shall be compensated for their participation.
- E. The executive should electronically file phase 1 of the plan, no later than August 31, 2022, with the clerk of the council, who shall retain an electronic copy and provide an electronic copy to all councilmembers, the council chief of staff and the lead staff for the mobility and environment committee, or its successor.
- F. The executive should electronically file phase 2 of the plan, as well as any necessary legislation to establish the equitable development initiative, no later than June 30, 2023, with the clerk of the council, who shall retain an electronic copy and provide an electronic copy to all councilmembers, the council chief of staff and the lead staff for the mobility and environment committee, or its successor. The plan should be accompanied by a proposed motion that should accept the plan.

II. EXECUTIVE SUMMARY

On March 15, 2022, the King County Council passed Motion 16062 requesting the Executive to establish a King County Equitable Development Initiative to:

- provide investment, programs, and policies that consider past policy decisions, historic inequities, and current conditions;
- improve access to opportunities to the most affected communities; and
- allocate resources to communities at risk of displacement.^{2,3,4}

In December 2023, the King County Council passed Ordinance 19712. Section 77, Expenditure Restriction ER8 of Ordinance 19712 allocated \$1,000,000 of Short-term Lodging Tax revenue in the 2024 budget that “shall be expended solely to support the Equitable Development Initiative established by the executive as requested by Motion 16062.”⁵

Phase 1 of the King County EDI Implementation Plan was transmitted to the Council on January 5, 2023, and included a definition of equitable development and priority communities, a framework for a King County EDI, and recommendations for County and community structure, capacity, and related resources to support a potential King County EDI.⁶

This report builds on the Phase 1 recommendations and responds to the requirements called for by both Ordinance 19712, Section 77, Proviso P1 and Motion 16062:

- include objectives and strategies for reducing economic and racial disparities, by preventing residential, economic and cultural displacement and creating and preserving community stability;
- incorporate data of current and predicted future displacement risk and related metrics that will be used to determine programs and policies;
- include metrics for monitoring and evaluating equitable outcomes;
- describe potential partnerships with community-based organizations, regional partners and other jurisdictions to establish the Initiative program funding and policies countywide;
- identify potential funding options;
- propose strategies to coordinate across County agencies and programs to advance Initiative objectives;
- identify a process for community outreach and collaboration with community-based organizations and other jurisdictions, with a particular focus on communities experiencing or at risk of displacement;

² King County Motion 16062. [\[LINK\]](#)

³ See Glossary (Appendix A) for the definition of “displacement.”

⁴ This document refers to King County Equitable Development Initiative as the King County EDI or the Initiative.

⁵ King County Ordinance 19712. [\[LINK\]](#)

⁶ The Phase 1 Plan defined equitable development as an approach to planning and community development paired with public and private investments and service delivery that advances equity and self-determination of communities adversely impacted by structural racism and discrimination; experiencing disparities in economic and health outcomes; and facing a heightened risk of displacement. These communities, referred to as priority communities in this plan, primarily include Black, Indigenous, and people of color (BIPOC), low-income, immigrants and refugees, people with disabilities, seniors, and LGBTQ+ communities.

- describe how the process will use the "community directs action" level of engagement as outlined in the OESRJ's community engagement guide;
- propose next steps, including a timeline, that would be needed to implement the Initiative, including legislation;
- include a recommendation of the duties and responsibilities of a permanent advisory board;
- recommendations on how the King County EDI, if adopted and implemented, would inform and collaborate with the Best Starts' Capital Grant Program, consistent with the previously adopted grant criteria in the Best Starts for Kids implementation plan; and
- provide CPW recommendations to the Executive and the Council regarding how to prioritize the King County EDI's work in unincorporated area communities, particularly historically marginalized communities, consistent with King County's responsibility as the unincorporated local government.

Consistent with Motion 16062 requirements, the King County Department of Community and Human Services (DCHS) co-developed the implementation plan with a Community Planning Workgroup (CPW) comprised of 15 community members with lived experience of displacement or relevant expertise and emphasizing Black, Indigenous, and people of color (BIPOC) leadership and broad geographic representation.⁷

Subsection IV.A of this document, which describes the King County EDI Concept and Implementation Stages, was added by the CPW to provide relevant context for the CPW's recommendations to the requirements in Ordinance 19712 Section 77, Proviso P1, and Motion 16062. Subsections IV.A through IV.L detail recommendations solely from the CPW. Subsection IV.M details recommendations and analysis from the Executive.

A. King County EDI Concept and Implementation Stages

Unique Need for Early Investment in Capital Projects Addressing Displacement

The purpose of a King County EDI is to address displacement pressure by investing in community-driven capital projects that increase housing and community stability, expand access to opportunities and community wealth building, and are led by and for priority communities.⁸ The CPW identified that equitable development projects, and the community-based organizations (CBOs) that lead them, require more support than traditional capital projects from the early stages of project development through project completion.⁹

- Virtually all CBOs, and most notably, small CBOs rarely possess the financial resources to fund the early stages of a development project out of pocket and need time to build their organization's capacity to understand and undertake the development process.

⁷ See Appendix B for the roster of CPW members as well as aggregate data about CPW members' demographics.

⁸ See Glossary (Appendix A) for the definition of "priority communities."

⁹ See Glossary (Appendix A) for the definition of "community-based organization."

- Equitable development projects require an increased level of community participation because equitable development centers the needs and visions of impacted communities at all levels of the development process.^{10,11,12}
- Small CBOs need support to access working capital to achieve the level of readiness (such as site control, completed feasibility analysis, and established partnerships) required to leverage construction capital funds and secure permanent financing.

A King County EDI would create a pathway for small CBOs to move from project concept to project financing by providing early investments in organizational capacity building, predevelopment activities, and site acquisition.

Four Stages of Implementation

The CPW recommends launching a King County EDI in four stages: Alignment, Start-up, Intermediate, and Sustained Stages. The Initiative would progress to the subsequent stages as funding grows and program infrastructure is solidified. The scope of activities and number of projects to be supported in each stage were informed by the City of Seattle EDI's investment areas and assessment of project costs as well as the unique needs of small CBOs leading equitable development projects.¹³ The CPW believes a King County EDI should support CBOs to successfully lead the beginning stages of a capital project so that CBOs can be competitive for capital funding. Based on that approach, the CPW recommends that in the early stages of a King County EDI, the Initiative should focus on providing investment in capacity building, predevelopment, and site acquisition until the Initiative has at least \$20 million in annual funding, at which point the Initiative would launch a construction funding program.

The CPW conceptualized the following four stages of implementation for different levels of potential funding:

1. **Alignment Stage** (less than \$10 million annually, including administrative costs): During this stage, the Initiative would establish an Interim EDI Advisory Board, support coordination of County capital programs with the EDI framework, and administer capacity building grants to help CBOs build their ability to lead a capital project and achieve project milestones, in particular the early phases of a project such as project visioning, site control, feasibility analysis, and predevelopment.
 - a. Estimated staffing needs: At least one Full-Time Employee (FTE)¹⁴
- Estimated annual equitable development projects supported: Five or fewer projects
2. **Start-Up Stage** (\$10 million to \$20 million annually, plus administrative costs): During this stage, a King County EDI would increase the capacity building grant program, launch a

¹⁰ King County (2023, January 5). King County Equitable Development Initiative Implementation Plan Phase 1, pg. 16. [\[LINK\]](#)

¹¹ The Alliance, the Twin Cities (2021). Equitable Development: Principles & Scorecard, pg. 10. [\[LINK\]](#)

¹² Local and Regional Governmental Alliance on Race & Equity (2016, November 28). Equitable Development as a Tool to Advance Racial Equity, pg. 12. [\[LINK\]](#)

¹³ See City of Seattle's EDI Investment Areas (Appendix D) for more detail on investment areas and estimated project costs.

¹⁴ DCHS delayed work and repurposed staff to complete the EDI Implementation Plan. DCHS would need new staff positions authorized by the Council to sustain a King County EDI as an ongoing program.

- strategic acquisition program limited to key geographic areas, develop regional partnerships, launch a displacement data dashboard, and transition to a Permanent EDI Advisory Board.
- a. Estimated staffing needs: Approximately three FTEs
 - b. Estimated annual equitable development projects supported: Eight projects
3. **Intermediate Stage** (\$20 million to \$50 million annually, plus administrative costs): During this stage, a King County EDI would operate the capacity building and strategic acquisition programs at full scale with expanded geographic priorities, as well as launch an EDI construction capital funding program.
 - a. Estimated staffing needs: Approximately five FTEs
 - b. Estimated annual equitable development projects supported: 12 projects
 4. **Sustained Stage** (\$50 million - \$100 million annually plus administrative costs): During this stage, a King County EDI would operate the capacity-building, strategic acquisition, and capital funding programs at full scale.
 - a. Estimated staffing needs: Approximately seven FTEs
 - b. Estimated annual equitable development projects supported: 16 projects

Ordinance 19712 \$1 Million Allocation

During the drafting of this report, the Council allocated \$1 million in one-time funding from the Short-term Lodging Tax revenue via Ordinance 19712, Section 77, Expenditure Restriction ER8, to implement a King County EDI.^{15,16} The CPW recommends this funding be prioritized to create one-year capacity building grants for CBOs led by and for priority communities to build their capacity to successfully lead housing-related capital projects that embody EDI principles and priorities. DCHS would administer the capacity building grants, which would provide funding for 12 months and range in size from \$100,000 to \$150,000 depending on the need of a project. During implementation of the capacity building grants, the CPW recommends the Executive Office begin concerted efforts to coordinate department actions to align capital programs with equitable development principles and priorities. The CPW recommends that DCHS and the Executive Office minimize the use of funds for staffing when implementing the capacity building grants and cross departmental coordination so the vast majority of the \$1 million can be granted to CBOs rather than being used for operations. The CPW would prefer that funds for staffing and administration come from funds outside of the \$1 million proviso.

The CPW proposes the following roles for the Executive Office, DCHS, and the EDI Advisory Board across the different stages to ensure successful implementation.¹⁷

- **Role of the Executive Office:** The CPW envisions a King County EDI to be enterprise wide. The CPW calls for the Executive Office to oversee the Initiative in consultation with the EDI Advisory Board and DCHS. The CPW-recommended responsibilities of the Executive Office include coordinating County

¹⁵ King County Ordinance 19712, pg. 67-69. [[LINK](#)]

¹⁶ Short-term Lodging Tax funding is restricted by state law to permanent or long-term affordable housing programs and services for households less than 80 percent AMI. For more information about this tax, see subsection IV.H.

¹⁷ The term “EDI Advisory Board” is used throughout the report when a recommendation applies to both the Interim EDI Advisory Board and Permanent EDI Advisory Board. The type of board will depend on which stage of implementation. As described in Chart 1 in subsection IV.A, the CPW recommends an Interim EDI Advisory Board during the Alignment Stage and a Permanent EDI Advisory Board during the Start-Up Stage. The CPW’s recommended roles, duties, and selection process for the both the Interim EDI Advisory Board and Permanent EDI Advisory Board are detailed in subsection IV.L.

departments to align capital programs with the King County EDI framework and leading the effort to pursue an ongoing fund source.

- **Role of DCHS:** The CPW calls for DCHS to lead implementation of a King County EDI's programmatic work, such as capacity building, predevelopment, and capital funding programs, in consultation with the EDI Advisory Board and Executive Office.¹⁸
- **Role of the EDI Advisory Board:** The CPW calls for all aspects of the King County EDI to be designed and implemented in collaboration with leaders from priority communities through an EDI Advisory Board structure.¹⁹

B. Recommendations to the Executive and the Council Regarding How to Prioritize the Initiative's work in Unincorporated Area Communities

King County has a unique responsibility as the local government for its unincorporated areas. The CPW recommends the following guiding priorities for King County EDI funding, as it relates to unincorporated areas:

- All funded projects should meet or exceed funding criteria and priorities, reflect the values of a King County EDI, and be led by and for priority communities.
- Geography should be a factor, but not the sole factor, in deciding between qualified projects that meet or exceed the funding criteria and priorities. In choosing between otherwise highly qualified projects, the CPW recommends prioritizing projects in order of preferred geographies below:
 - First preference: Unincorporated King County
 - Second preference: Jurisdictions outside of Seattle where King County EDI has no investments
 - Third preference: Incorporated areas outside of Seattle
 - Fourth preference: Seattle
- If the resources can only support five or fewer projects, the CPW endorses soliciting proposals only from unincorporated areas rather than an open funding round in which projects across King County can apply.
- The future EDI Advisory Boards should consult displacement data and CBOs to identify where priority communities are located and inform where King County EDI investments should be prioritized.
- At minimum, 30 percent of the board should be representatives from unincorporated areas that are higher risk for displacement or experiencing disproportionately high rates of displacement indicators, such as Skyway-West Hill, North Highline, and parts of East Federal Way.^{20,21}

¹⁸ The CPW finds that DCHS has valuable related experience with capital funding programs, such as the Housing Finance Program and the Puget Sound Taxpayer Accountability Act Early Learning Facilities Program, and policy and planning work focused on displacement in Skyway-West Hill and North Highline. The department also hosts several community advisory boards and has strong working relationships with other relevant teams such as COO, DLS' Planning and Permitting staff, and Metro's transit-oriented development staff.

¹⁹ See subsection IV.L for the CPW's recommended roles, duties, and selection process for the Interim EDI Advisory Board and Permanent EDI Advisory Board.

²⁰ See Appendix F for the Displacement Risk Indicators Report.

²¹ See subsection IV.M for additional recommendations regarding the selection criteria for a future Interim and Permanent EDI Advisory Board.

- The above strategies to prioritize unincorporated areas should be evaluated and adapted by the future EDI Advisory Boards, including developing further recommendations for prioritizing the King County EDI’s work in unincorporated areas.

C. Collaboration with Best Starts for Kids Capital Grant Program

Best Starts for Kids (BSK) is a King County voter-approved initiative. It was first approved in 2015 and renewed in 2021, and supports every baby born and child raised in King County to be happy, healthy, safe, and thriving through investments from prenatal development to adulthood.²² The 2022-2027 BSK Levy renewal included a capital grants program to provide contracts for building repairs, renovations and new construction or expansion to improve access to high quality programs and services for low-income children, youth, and families.²³ An overarching goal of the BSK Capital Grant program is to support equitable community-driven development and capital projects that align with communities’ vision of how to address the lack of access to multi-use facilities among low-income children, youth, and families.²⁴ The Best Starts for Kids Implementation Plan: 2022-2027 directs the BSK Capital Grant investments to be informed by and made collaboratively with a King County EDI.²⁵

The CPW, in consultation with BSK Capital program staff, identified that a King County EDI would inform and collaborate with BSK Capital Grants program through the following activities:^{26,27,28}

- Strengthening how equitable development objectives and strategies are reflected in the BSK Capital Grant RFP criteria and application questions;
- Increasing community participation on BSK Capital Grant RFP review and selection panels, prioritizing members from priority communities as defined by a King County EDI;²⁹
- Identifying and reducing barriers smaller CBOs face when working on capital projects and collaborate on strategies to build the capacity of smaller CBOs to successfully lead capital projects and access capital funding;
- Engaging CBOs to ensure a wide range of community partners are aware of funding opportunities from the BSK Capital Grant program and a King County EDI; and
- Using displacement data and equitable development learnings and research to inform BSK Capital Grant program strategies.

D. Objectives and Strategies for Reducing Economic and Racial Disparities

In the Equitable Development Initiative Phase 1 Implementation Plan, the CPW defined seven objectives critical to achieving thriving King County communities where historically and currently underrepresented groups lead and own development, build wealth, and have the agency to choose where they live, work,

²² King County (2021, October 13). *Best Starts for Kids Implementation Plan: 2022-2027*, pg. 14. [\[LINK\]](#)

²³ King County (2021, October 13). *Best Starts for Kids Implementation Plan: 2022-2027*, pg. 74. [\[LINK\]](#)

²⁴ King County (2021, October 13). *Best Starts for Kids Implementation Plan: 2022-2027*, pg. 76. [\[LINK\]](#)

²⁵ King County (2021, October 13). *Best Starts for Kids Implementation Plan: 2022-2027*, pg. 76. [\[LINK\]](#)

²⁶ For the purpose of these recommendations, the CPW defines a King County EDI as including the CPW, DCHS Equitable Development Staff, future King County EDI staff, and future Interim and Permanent EDI Advisory Boards.

²⁷ These recommendations were discussed with Catarina Ratajczak, Best Starts for Kids Capital Grants Program Manager on January 9, 2024.

²⁸ See subsection IV.M: Next Steps to Implement a King County Equitable Development Initiative for the Executive’s near term recommended actions for King County EDI’s collaboration with BSK Capital.

²⁹ See Glossary (Appendix A) for the definition of “priority communities.”

and play.³⁰ In this plan, the CPW made amendments to the Phase 1 strategies and added recommendations for which strategies and objectives should be prioritized based on different stages of implementation and scale of resources available for a King County EDI.

As a King County EDI builds to full-scale, the CPW recommends prioritizing the following strategies during the Alignment and Start-Up stages of the Initiative:^{31,32}

- Strategy 1.1: Accelerate actions to preserve community assets at risk of displacement and acquire land for community-led and community-owned development;³³
- Strategy 3.1: Employ community engagement practices that honor and promote leadership of priority communities historically and currently excluded from planning processes;
- Strategy 3.2: Support community co-creation and meaningful roles for priority communities in decision-making about the future of neighborhoods, to ensure priority communities benefit from future development;
- Strategy 4.1: Provide community-based organizations with capacity building grants, leadership development support, and technical assistance resources to build their knowledge, skills, and experience to lead, own, and operate development projects; and
- Strategy 7.4: Support equitable development projects that build climate resilience for frontline communities.

E. Data of Current and Predicted Future Displacement Risk and Related Metrics That Will be Used to Determine Programs and Policies

During Phase 2, DCCHS, in consultation with the CPW, developed the King County Displacement Risk Indicators Report.³⁴ The goals of the Displacement Risk Indicators Report are to deepen understanding of individual factors that impact displacement and integrate historical and non-geographic data, particularly data broken down by demographic information such as race and ethnicity. The CPW decided to use a data model comprised of individual displacement risk indicators, which allows for the integration of qualitative data that can illustrate the lived experiences of communities experiencing displacement and speak to aspects of displacement that do not have sufficient quantitative data. After examining qualitative and quantitative data from the King County Displacement Risk Indicators Report, DCCHS identified the following themes:

- displacement risk is concentrated in South King County;³⁵
- displacement is linked to demographic changes;³⁶

³⁰ King County (2023, January 5). King County Equitable Development Initiative Implementation Plan Phase 1, pg. 16. [\[LINK\]](#)

³¹ Specific guidance from the CPW on how the \$1 million in Short-term Lodging Tax funding should be used is described in subsection IV.A: King County EDI Concept and Implementation Stages.

³² The CPW prioritized strategies that would make the biggest impact towards addressing displacement and preserving community stability with the scale of resources available during the early stages of implementation.

³³ See Glossary (Appendix A) for the definition of “community-led and community-owned development.”

³⁴ See Appendix F for the Displacement Risk Indicators Report.

³⁵ Across numerous indicators, South King County had the highest displacement risk in King County. For example, Skyway-West Hill, Renton, Kent, Tukwila, and East Federal Way had some of the highest risk of displacement among Tenure, Foreclosure, Ratio of Median Rent to Median Household Income, Cost Burden, and Eviction Rate indicators. See Appendix F: Tenure, Foreclosure, Ratio of Median Rent to Median Household Income, Cost Burden, and Eviction Rate indicators sections for more detail.

³⁶ See Appendix F: Demographic Changes section for more detail.

- housing instability is concentrated in East and South King County;³⁷ and
 - displacement risk is rising for renters in rural areas in Northeast and Southeast King County.³⁸

F. Metrics for Monitoring and Evaluating Equitable Outcomes

The CPW recommends implementing these actions once a King County EDI is in the Start-Up Stage to measure displacement risk and evaluate a King County EDI:

- develop an interactive King County displacement risk indicator dashboard;³⁹
- gather additional qualitative data;⁴⁰
- analyze displacement risk indicators to inform geographic priorities for RFPs and funding allocation decisions;
- continue to build on displacement indicator data;⁴¹ and
- present data and program progress updates once per year to the EDI Advisory Board and the future interdepartmental team convened to work together on EDI topics.

G. Potential Partnerships with Community-Based Organizations, Regional Partners, and Other Jurisdictions to Establish the Initiative Program Funding and Policies Countywide

The CPW calls for a King County EDI to engage and partner with institutions outside of King County government, such as other jurisdictions, quasi-governmental organizations, CBOs, philanthropic organizations, national and local institutional leaders in the field of equitable development, and other private sector organizations. Through these partnerships, a King County EDI can foster dialogue, leverage expertise and resources, exchange best practices, promote shared learning, and identify possible joint projects and investments that amplify community-led efforts and equitable development strategies.

The CPW calls for partnerships with the following types of entities for the following purposes:

- CBOs:
 - Equitable Development Practitioners: CBOs led by and for priority communities in King County that are working on equitable development capital projects. A King County EDI would create opportunities to build a community of practitioners in King County. Through this community, a King County EDI would provide information about funding and capacity building opportunities, solicit feedback and input on King County EDI programs, and collaborate on opportunities to exchange best practices.

³⁷ See Appendix F: Eviction Rates, Ratio of Median Rent to Median Household Income, and Proportion of Income-restricted units sections for more detail.

³⁸ The majority of census tracts in rural areas in Northeast and Southeast King County have had rent increases in recent years higher than countywide averages. Demographic change data shows that these areas have growing BIPOC populations and a significantly lower proportion of their housing stock that is income-restricted than countywide averages. See Appendix F: Demographic Changes, Ratio of Median Rent to Median Household Income, and Proportion of Income-restricted units sections for more detail.

³⁹ Metrics may need to be updated periodically with new data as data sources are updated.

⁴⁰ PME suggests that this action only be undertaken if adequate resources are available.

⁴¹ For example, conclusions drawn from individual indicator data, such as the high risk of displacement identified in parts of South King County, could lead to strategic investment priorities in specific areas with high rates of housing instability that could be supported with housing specific equitable development projects.

- Equitable Development Policy Leaders: CBOs working to develop and advance equitable development policies and policies on related issues such as anti-displacement, racial and economic justice, generational wealth building, climate resilience, and environmental justice. Through these partnerships, King County and CBOs would share information, exchange ideas, and foster dialogue about solutions and strategies.
- Regional Partnerships:
 - Public funders: Coordinate and communicate about capital project pipelines, increase awareness about the needs of equitable development projects, and leverage support for community-driven and community-owned projects;
 - Regional organizations with subject matter expertise to collaborate on capacity building and capital funding strategies; and
 - Community Development Finance Institutions (CDFIs) to leverage support from community lenders and develop innovative financing tools to support community-driven and community-owned development projects.^{42, 43, 44}
 - Other jurisdictions: The CPW calls for a King County EDI to partner, when possible, with other city governments, in particular cities in high risk displacement areas and cities where equitable development projects have been funded with public resources.⁴⁵ The purpose of these partnerships would include helping a capital project achieve completion, co-investing in capital projects, providing technical assistance opportunities to community partners, and jointly supporting professional development of City or County program staff.
 - Public-Private Partnerships: The CPW calls for a King County EDI to pursue public-private partnerships that align with EDI values and goals to leverage additional resources and expertise and advance equitable development capital projects in King County through co-investment.

H. Potential Funding Options

In the King County Equitable Development Initiative Phase 1 Implementation Plan, the CPW identified that a King County EDI would need at least \$100 million in dedicated, annual funding to fully support meaningful outcomes to undo the effects of centuries of inequitable public and private investment in King County.^{46,47} The County does not currently have sufficient revenue options to achieve this level of funding, especially given the recent General Fund forecast and the constraints imposed by requirements

⁴² U.S. Department of the Treasury Community Development Financial Institutions Fund. CDFI Certification. [\[LINK\]](#)

⁴³ U.S. Department of the Treasury Community Development Financial Institutions Fund. What are CDFIs? [\[LINK\]](#)

⁴⁴ U.S. Department of the Treasury Community Development Financial Institutions Fund. Overview. [\[LINK\]](#)

⁴⁵ High risk displacement areas can be determined using the PSRC Displacement Risk Index as well as the King County Displacement Risk Indicators report (See Appendix F).

⁴⁶ King County (2023, January 5). *King County Equitable Development Initiative Implementation Plan Phase 1*. [\[LINK\]](#)

⁴⁷ King County's most flexible fund source is the General Fund, however the 2023-2024 second omnibus supplemental budget ordinance outlines a \$12.6M cut to the \$750M General Fund due to the one percent cap on property tax revenue. Other existing fund sources in DCHS are already committed to specific uses based on requirements within authorizing legislation and implementation plans. Therefore, a King County EDI would need new dedicated revenue to achieve a budget of \$100 million annually or more. Constantine, D. (2023, October 5). 2023-2024 Second Omnibus Transmittal Letter. [\[LINK\]](#)

of existing fund sources.^{48,49} The CPW calls for King County to leverage any available resources to establish a King County EDI while actively seeking new revenue authority to fund a King County EDI at full scale, to address the crisis of displacement in priority communities.

The CPW developed revenue principles to inform the analysis of potential funding options for a King County EDI and to guide the County's pursuit and implementation of local and state revenue sources.⁵⁰

CPW Equitable Development Revenue Principles
<ol style="list-style-type: none"> 1. Obtain secure, consistent, and growth-oriented funding to support a King County EDI and investments in community-driven development projects. 2. Take swift action to pursue flexible revenue that can support a King County EDI. 3. Divest General Fund resources from the criminal legal system and other activities that cause harm and displacement to priority communities and reinvest General Fund resources in community-identified needs and priorities such as a King County EDI. 4. Pursue actions at the state level to request new progressive revenue authority and request the expanded use and authority of current revenue sources. 5. Priority funding for a King County EDI should come from progressive revenue tools that do not disproportionately burden low-income households. <ul style="list-style-type: none"> • Pursue any opportunity to include King County EDI into applicable new levies or levy renewals. 6. Departments with existing capital and capacity building programs with overlapping goals should include equitable development principles and priorities in their funding programs' criteria and RFP processes. 7. Pursue opportunities to develop private/public partnerships and partnerships with jurisdictions to leverage resources. 8. Pursue fund sources that can be disbursed through a community-led process to determine funding recommendations. 9. Funding for a King County EDI should not take funds away from essential human services led by and for BIPOC and low-income communities.

The CPW researched the following potential funding options for a King County EDI:

- **Types of potential new revenue tools and strategies:** Appendix F details each revenue strategy that was researched by the CPW including the scale of revenue projected per biennium and the level of action needed to implement.
 - New Property Tax Levy

⁴⁸ The General Fund is projected to be out of balance by \$80 to 100 million in 2025. Correcting the structural deficit will require lifting the one percent cap on property tax revenue imposed by the State. King County. *2023-2024 Executive Proposed Budget: Executive Summary*, pg.1. [\[LINK\]](#)

⁴⁹ King County's most flexible fund source is the General Fund, however the 2023-2024 second omnibus supplemental budget ordinance outlines a \$12.6M cut to the \$750M General Fund due to the one percent cap on property tax revenue. Other existing fund sources in DCHS are already committed to specific uses based on requirements within authorizing legislation and implementation plans. Therefore, a King County EDI would need new dedicated revenue to achieve a budget of \$100 million annually or more. Constantine, D. (2023, October 5). 2023-2024 Second Omnibus Transmittal Letter. [\[LINK\]](#)

⁵⁰ The revenue principles were modeled after the Affordable Housing Committee Revenue Principles developed in 2020. King County Affordable Housing Committee. Shared Principles to Guide Future Affordable Housing Revenue Decisions in King County. [\[LINK\]](#)

- Additional Real Estate Tax
- Additional Capital Gains Tax
- Business & Occupation (B&O) Tax
- Vacant or Unoccupied Property Tax
- Income Tax
- Public-Private Partnerships
- State and Federal Grants
- **Types of existing King County fund sources:** No single existing King County fund source (within or outside of DCHS) can achieve the CPW’s goal of at least \$100 million for a King County EDI’s annual budget. The CPW identified the following King County fund sources that align with the CPW Equitable Development Revenue Principles that the CPW felt could be potential near term funding opportunities.⁵¹
 - Existing DCHS fund sources from the Housing and Community Development (HCD) Fund budget:
 - Short-term Lodging Tax
 - Transit-Oriented Development (TOD) Funds
 - Interim Loan Program
 - Existing fund sources outside of DCHS’ budget:
 - General Fund
 - Hotel/Motel Taxes for Tourism

Based on the revenue research, the CPW recommends King County pursue the following actions:

- prioritize identifying \$10 million in the short-term to launch the Start-Up stage of the Initiative;
- explore the General Fund as a potential funding option because this funding needs to be divested from systems known to cause harm to BIPOC communities such as the criminal legal system and be reinvested to support a King County EDI;^{52,53}
- urge the Legislature to expand eligible uses and amount of the Short-term Lodging Tax to include non-housing community and cultural uses;⁵⁴
- urge the Legislature to expand eligible uses and amount of Hotel Motel Lodging Taxes TOD funds to include community and cultural uses;⁵⁵
- prioritize Hotel/Motel Lodging Tax tourism funds for a King County EDI to support community-driven equitable development projects promoting tourism through arts and cultural events, small business marketplaces, and economic development and commercial revitalization projects;
- amend the King County Code governing the Interim Loan Fund to more effectively support the acquisition needs of equitable development projects;⁵⁶

⁵¹ For this report, “near term” is defined as implementable within 1-3 years.

⁵² Nembhard, S. & Robin, L. (2021, August). *Racial and Ethnic Disparities throughout the Criminal Legal System*. Urban Institute. [\[LINK\]](#)

⁵³ Per requirements of the General Fund, this is not a feasible option without state action to loosen restrictions on funding for criminal justice system departments, which takes up 70% of the General Fund and is mandated. King County (2023). Understanding the County Budget. [\[LINK\]](#)

⁵⁴ Washington State Legislature. RCW 36.100.040. [\[LINK\]](#)

⁵⁵ Washington State Legislature. RCW 67.28.180. [\[LINK\]](#)

⁵⁶ King County Code (2023, April 6). Title 24: Housing and Community Development, Section 22:Interim Loan Program for Property Acquisition for Low-Income Housing. [\[LINK\]](#)

- pursue new, flexible revenue authority from the Legislature, such as an increase to the local estate tax or a capital gains tax, to create a dedicated and flexible fund source to fund a King County EDI;
- include a King County EDI in applicable new voter-approved property tax levies or levy renewals, as levies could be a significant source of funding for a King County EDI; and
 - explore a department cost-sharing model, in which departments whose activities may cause displacement or increase displacement pressure make financial contributions to support a King County EDI.

I. Strategies to Coordinate Across County Agencies and Programs to Advance Initiative Objectives

The CPW recommends that County departments, in particular programs that build the capacity of CBOs, support community vision, focus on increasing equity, or provide capital funding, engage in meaningful coordination to align with the King County EDI framework and priorities through the following strategies:⁵⁷

- the Executive Office should assess County capital programs for alignment with the King County EDI framework and implement necessary changes to further align programs with the King County EDI framework;⁵⁸
- department leaders should participate in coordination efforts with a King County EDI through a future interdepartmental team that would also identify ways to improve support for equitable development projects and explore opportunities to braid funding across different County programs to advance those projects; and
- the future interdepartmental team should work in close consultation with the EDI Advisory Board so that community leaders are guiding and informing strategic decisions about the County's internal coordination intended to benefit priority communities and enable priority communities to better access County funding and supports.⁵⁹

J. Process for Community Outreach and Collaboration with Community-Based Organizations and Other Jurisdictions, with a Particular Focus on Communities Experiencing or at Risk of Displacement

The CPW urges the County to engage community at all stages of a King County EDI's implementation, including monitoring and evaluating the Initiative's progress, because effective solutions to displacement must come from communities most impacted by displacement.^{60,61}

The CPW endorses the following outreach strategies for a King County EDI to build relationships with and collaborate with priority communities experiencing or at risk of displacement, as well as CBOs and other jurisdictions:

- work with the EDI Advisory Board to connect to CBOs led by and for priority communities;
- develop a King County EDI webpage;
- create a King County EDI email list;

⁵⁷ Priority programs identified by the CPW are listed in Chart 6 in subsection IV.I.

⁵⁸ See subsection IV.A for additional recommendations regarding the role of the Executive Office in providing direction and support to departments in adopting the King County EDI framework.

⁵⁹ King County (2023, January 5). *King County Equitable Development Initiative Implementation Plan Phase 1*. [\[LINK\]](#)

⁶⁰ King County (2023, January 5). *King County Equitable Development Initiative Implementation Plan Phase 1*. [\[LINK\]](#)

⁶¹ The Alliance, the Twin Cities (2021). *Equitable Development: Principles & Scorecard*, pg. 10. [\[LINK\]](#)

- connect with existing King County community advisory boards and commissions focused on equity; and
- convene equitable development practitioners and partners through equitable development summits or conferences.

K. Recommendations for how the Process will use the “Community Directs Action” Level of Engagement

The Office of Equity, Racial and Social Justice (OERSJ) defines “community directs action” as engagement where “community initiates and directs strategy and action with participation and technical assistance from King County.”⁶² The CPW endorses using “community directs action” level of engagement to ensure that a King County EDI is accountable to impacted communities and supports the leadership of community in planning and implementing equitable development investments.

The CPW urges the County to implement the following components to ensure “community directs action” is embedded in a King County EDI throughout all stages of implementation:

- EDI Advisory Board should provide recommendations on implementation and maintenance of a King County EDI, and grantmaking committees should provide recommendations on funding awards;⁶³
- King County EDI should provide education and capacity building for community members; and
- King County should resource all engagement and community leadership activities.

L. Duties and Responsibilities of a Permanent Advisory Board

The CPW calls for a King County EDI Advisory Board to advise on the implementation of a King County EDI, co-develop strategy and program priorities for a King County EDI, and ensure accountability to priority communities and to a King County EDI framework. The CPW recommends an Interim EDI Advisory Board during the Alignment Stage that would transition to a Permanent EDI Advisory Board during the Start-Up Stage, when the Initiative has at least \$10 million in annual revenue.

The CPW recommends that the County prioritize seats on the Interim EDI Advisory Board for current CPW members to ensure continuity between the planning and implementation processes. The Interim EDI Advisory Board would provide guidance to King County staff on implementation actions such as co-developing RFPs, providing input on program design, and recruiting grantmaking committee members. The Interim EDI Advisory Board would also participate in the selection process of the first EDI Advisory Board.

The CPW recommends a selection process and criteria to ensure that the Permanent EDI Advisory Board, as individuals and as a group, has the expertise to make strategic recommendations to a King County EDI.

- **Recommended selection process for the Permanent EDI Advisory Board:**
 - Applications should be open to the public and advertised to priority communities.

⁶² King County Office of Equity, Racial and Social Justice (2011, May). *Community Engagement Guide*. [\[LINK\]](#)

⁶³ See subsection IV.K for recommendations regarding the composition of grantmaking committees and subsection IV.L for recommendations regarding the composition of the EDI Advisory Board.

- Existing EDI Advisory Board members should review, screen, and identify priority applicants to recommend to the Executive and the Council.⁶⁴
- The Executive and the Council would select board members from the list of applicants that meet or exceed criteria for selection, while considering the priority applicants recommended by the EDI Advisory Board. There would be 13 total EDI Advisory Board seats, with the Executive selecting four board members, and each Councilmember selecting one representative.^{65,66} Appointments should emphasize Black, Indigenous, and people of color and those most impacted by displacement pressures.
- **Individual criteria:** Each EDI Advisory Board member should have a commitment to the guiding values and vision of the Initiative, have an understanding and knowledge of equitable development and anti-displacement strategies, identify as a member of one or more priority communities, have experience organizing within and among BIPOC communities, and have the capacity to fulfill the roles and responsibilities of being an EDI Advisory Board member.⁶⁷
- **Group criteria:** The EDI Advisory Board should include a range of members, who as a group, represent a range of demographic and geographic priorities for the King County EDI Initiative and bring a range of subject-matter expertise.

The CPW recommends terms of service that allow EDI Advisory Board members sufficient time to learn and lead while also encouraging diverse and new perspectives on the EDI Advisory Board. The CPW recommends that both the Interim and Permanent EDI Advisory Boards be compensated for participating in and preparing for Board activities to value board members' time, experience, and knowledge. The CPW identified that an EDI Advisory Board would require dedicated DCHS staffing to facilitate meetings, manage relationships, and ensure compensation is timely and accurate.

M. Executive Recommended Next Steps to Implement a King County Equitable Development Initiative

The Executive supports the CPW's goal of investing in community-driven and community-owned capital projects to address the impacts of displacement on priority communities in King County. Given that the County's constrained General Fund cannot be used as a funding source for this work, an ongoing funding stream is needed. At the time of the writing of this report, the Executive has not identified a viable funding option that could sustain a King County EDI and achieve the significant level of change and resources the CPW envisions.⁶⁸

The Executive concurs with the CPW's recommendation to develop the King County EDI through a phased approach and scale the Initiative appropriately to appropriated funding sources. However, the

⁶⁴ Any member of the Interim or Permanent EDI Advisory Board that is applying to serve on the Permanent EDI Advisory Board, or to extend their service for another term, must recuse themselves from participating in the review process.

⁶⁵ King County Motion 16062. [\[LINK\]](#)

⁶⁶ King County Ordinance 19712. [\[LINK\]](#)

⁶⁷ Phase 1 highlights the vision of the Initiative for an inclusive and equitable King County with resilient, thriving, and welcoming communities. The guiding values are 1) Acknowledge and repair harmful impacts of structural racism, discrimination, and inequities in community investment. 2) Honor, support, and invest in the self-determination and leadership of impacted communities. 3) Prevent harm from existing and future policies and practices.

⁶⁸ Gutman, D. (2023, December 6). King County Council forecasts dire cuts to come as it trims budget. The Seattle Times. [\[LINK\]](#)

only County funding available for the Initiative is the one-time appropriation in 2023 of \$1 million in Short-term Lodging Tax funds. Thus, due to the lack of an available and sustainable funding source, the Executive recognizes the infeasibility of fulfilling the CPW's recommended funding actions in the next one to three years.

The Executive's Recommended Use of the \$1 million in Short-term Lodging Tax for a King County EDI

The Executive supports the CPW's recommendation for DCHS to use the \$1 million appropriated for the EDI to provide capacity building grants ranging in size from \$100,000-\$150,000 for CBOs led by and for priority communities. Funds would be used for activities related to planning and development of housing-related capital projects such as, but not limited to:⁶⁹

- project development technical assistance and training;
- organizational and board development;
- development consultants, architects, attorneys, and buyers' representative fees;
- community planning and engagement;
- predevelopment and feasibility studies; and
- staffing costs related to implementing the grant and executing the above activities.

Even with only \$1 million allocated to support a King County EDI, significant front-end work will be needed to recruit and onboard community advisors, establish processes, and design and implement a new grants program. The Executive recommends that the funds be expended through 2025 to accommodate this early program design work.

To implement the CPW's recommendations for the \$1 million proviso and maintain DCHS's capacity for delivering on other equitable development and anti-displacement work in 2024, DCHS will utilize a term-limited temporary (TLT) staff position to manage the King County EDI implementation work. DCHS does not have a fund source to pay for staffing, consultants, and administrative costs for a King County EDI outside of the \$1 million proviso. Funds to support the new staff position for 18 months as well as consultant support will come from the \$1 million. However, most funds will be used for capacity building grants to CBOs, with less funds used for operations, as recommended by the CPW.

Insufficient, Unsustainable Resources

The Executive intends to engage with community-led efforts to create new state-authorized funding for equitable development. State law change is the most effective path to creating enough resources to support a King County EDI from the Start-Up to Sustained phases. If the funding landscape substantially changes because the state adjusts the one percent cap on property tax revenue or creates a dedicated revenue source, the Executive will assess the viability of implementing a King County EDI consistent with the CPW's vision.

If the Council does not allocate additional revenue, the Executive will sunset the King County EDI soon after the final grant payments from the \$1 million in Short-term Lodging Tax, which is estimated to be approximately 18 months from the start of the King County EDI.

⁶⁹ Small capacity building grants align with Objective 4, Strategy 4.1 of a King County EDI as detailed in subsection IV.D: Objectives and Strategies for Reducing Economic and Racial Disparities.

Timeline for Implementation

The Executive recommends the following 18-month timeline to implement the \$1 million in Short-term Lodging Tax funds:

- **October 2024 – January 2025:** Recruit and onboard an Interim Advisory Board.
- **February – May 2025:** Design capacity building RFP.
- **June – September 2025:** Release capacity building RFP.
- **October 2025 – February 2026:** Begin capacity building award contracts.

It is not possible for the Executive to develop a timeline for further implementation activities because further implementation is contingent on securing sufficient revenue for equitable development.

Conclusion

The CPW envisions a King County EDI that would transform how resources are allocated to communities at risk of displacement and create a pathway for CBOs led by and for priority communities to build their capacity to lead capital projects that increase community stability, expand access to opportunities, and build community wealth.

The Executive has not identified a fund source that would generate \$10 million per year in new revenue, which the CPW recommends is needed to meaningfully implement a King County EDI Alignment Stage in the next one to three years. Similarly, the County does not have sufficient revenue options to achieve the CPW's vision for a fully funded King County EDI of at least \$100 million in annual funding. At this time, the Executive can only deploy the one-time appropriation of \$1 million in Short-term Lodging Tax funds, pending the Council passing a motion to accept the Implementation Plan.

The Executive is committed to working with an Interim EDI Advisory Board to develop and launch capacity building grants and will also coordinate department actions to align existing capital programs with the King County EDI framework and principles.

The Executive believes viability of a King County EDI requires effective and resourced implementation. Ultimately, implementing the CPW's full-scale vision for a King County EDI will require the State Legislature to either give King County additional revenue authority or create additional state revenue for equitable development.

III. BACKGROUND

Overview of King County Departments

The following overview provides brief descriptions of the King County agencies that participated in developing the King County EDI Implementation Plan, including departments that provided strategic guidance and input because their work may intersect with a King County EDI.

Department of Community and Human Services

The King County Department of Community and Human Services (DCHS) provides equitable opportunities for people to be healthy, happy, and connected to community. Within DCHS, the Housing, Homelessness, and Community Development Division's (HHCDD) mission is to increase housing stability

and develop strong communities. The division commits to be anti-racist and to collaborate with partners to center historically excluded and systemically marginalized people.

Public Health Seattle-King County

Public Health Seattle & King County (PHSKC) works to protect and improve the health and well-being of all people in King County as measured by increasing the number of healthy years that people live and eliminating health disparities.

Department of Local Services

King County Department of Local Services (DLS) works to promote the well-being of residents and communities in unincorporated King County by seeking to understand their needs and delivering responsive local government services.

King County Metro

King County Metro's mission is to provide the best possible public transportation services and improve regional mobility and quality of life in King County.

Department of Natural Resources and Parks

The King County Department of Natural Resources and Parks (DNRP) works in support of sustainable and livable communities and a clean and healthy natural environment. DNRP's mission is to foster environmental stewardship and strengthen communities by providing regional parks, protecting the region's water, air, land, and natural habitats, and reducing, safely disposing of, and creating resources from wastewater and solid waste.

Department of Executive Services

The Department of Executive Services (DES) was created in 2002 through the merger of four departments into one agency focused on providing internal services to King County agencies. The divisions and offices that make up DES also provide some public services directly to King County residents.

King County Executive Climate Office

The King County Executive Climate Office oversees the County's work to address climate change and advance its Strategic Climate Action Plan.

Office of Economic Opportunity and Creative Economy

The Office of Economic Opportunity and Creative Economy (EOCE) works to revitalize economic growth throughout the region by fortifying community partnerships and resources.

Office of Equity, Racial and Social Justice

The Office of Equity, Racial and Social Justice (OERSJ) invests in enhancing the County's approach to partnerships with communities. OERSJ values improving trust and wants to ensure fair and accessible community-led engagement.

Office of Performance, Strategy, and Budget

The Office of Performance, Strategy, and Budget (PSB) provides comprehensive planning, management, budgeting, and performance assessment for King County government. PSB's work is guided by best practices in financial stewardship and performance management, which includes enhancing accountability, transparency, and integrating strategic planning, business planning, resource allocation, and continuous improvement into a systematic approach throughout the County.

King County Context

Employment in King County has grown at a faster rate than housing production, with the number of jobs in King County increasing approximately 30.1 percent from 1,099,720 jobs in 2010 to 1,430,940 jobs in 2020.⁷⁰ Over the same period, the number of housing units in King County only increased 13.9 percent, from 851,261 housing units in 2010 to 969,234 housing units in 2020.⁷¹ This influx of high-paying jobs into a region without an adequate amount of housing increased housing prices significantly. According to Census data, from 2010 to 2021, the median home value has increased 94.5 percent from \$385,600 to \$750,000 and the median rent increased by 74.8 percent from \$1,036 to \$1,811.

The burdens and benefits of this rapid economic and population growth over the last two decades have not been distributed equitably across people of all races, ethnicities, or incomes.⁷² Even though median household income in King County increased more than 86 percent from \$53,157 in 2000 to \$99,258 in 2020, racial inequities widened over the same time period.^{73,74} For example, in 2020, White and Asian households had median incomes roughly twice as high as Black/African American and American Indian/Alaska Native households.⁷⁵ Additionally, when broken down by place of birth for households with at least one foreign-born adult, there are stark disparities between median incomes for different Asian communities. For example, in 2017, households with at least one adult born in India had a median income of \$137,966. The median income for households with at least one adult born in Vietnam was \$72,978. The median income of households with at least one adult born in Cambodia was \$55,034.⁷⁶

High housing costs and growing economic inequality are leading to displacement at both the individual and community levels, especially among BIPOC households. King County areas with higher rates of BIPOC households are at higher risk of displacement.⁷⁷ Gentrification, a process of neighborhood change that includes economic and demographic shifts in a historically disinvested neighborhood, can lead to the deterioration of the cultural character of a community.^{78,79} This can lead to cultural displacement, which takes place when existing residents move out of a neighborhood because their social or cultural connections have declined due to gentrification.⁸⁰ Displaced residents may lose connections to community establishments and faith-based organizations that provide direct support or connect people to support systems.⁸¹

⁷⁰ Puget Sound Regional Council. Covered Employment Estimates. [\[LINK\]](#)

⁷¹ United States Census Bureau (2020). King County, Washington. [\[LINK\]](#)

⁷² Regional Affordable Housing Task Force (2018, December). *Final Report and Recommendations for King County, WA* (pg. 7). [\[LINK\]](#)

⁷³ King County Office of Economic and Financial Analysis (2022). Household Income in King County. [\[LINK\]](#)

⁷⁴ The overall median income increased in King County in part due to the increase in the number of jobs in the information and technology sector.

⁷⁵ Communities Count (2022). Median Household Income. [\[LINK\]](#)

⁷⁶ Communities Count (2022). Median Household Income. [\[LINK\]](#)

⁷⁷ Puget Sound Regional Council. Displacement Risk Mapping. [\[LINK\]](#)

⁷⁸ King County Department of Community and Human Services. (2021, September 21). *Skyway-West Hill and North Highline Anti-displacement Strategies Report*. [\[LINK\]](#)

⁷⁹ Urban Displacement Project (2021). *What are gentrification and displacement*. [\[LINK\]](#)

⁸⁰ King County Department of Community and Human Services. (2021, September 21). *Skyway-West Hill and North Highline Anti-displacement Strategies Report*. [\[LINK\]](#)

⁸¹ King County Department of Community and Human Services. (2021, September 21). *Skyway-West Hill and North Highline Anti-displacement Strategies Report*. [\[LINK\]](#)

Persistent inequities by race, ethnicity, and place hinder many communities' access to early childhood development supports, quality education, parks and open spaces, community spaces, culturally relevant businesses, affordable housing, healthcare, and human services.⁸² The inequity in community investment further perpetuates disparate outcomes and displacement for systemically marginalized populations, including BIPOC, immigrants and refugees, individuals identifying as lesbian, gay, bisexual, transgender, queer, or other (LGBTQ+), and persons with disabilities.^{83,84,85}

BIPOC, LGBTQ+, low-income communities, immigrants and refugees, people with disabilities, and seniors have a long history of addressing challenges and driving efforts to improve and strengthen their communities.⁸⁶ These communities create solutions with innovative culturally relevant reinvestment models and by leading equity-focused approaches to anti-displacement and community-driven development.^{87,88} This type of organizing led to the creation of the City of Seattle EDI, which serves as a model for a King County EDI.

In 2016, the Seattle Race and Social Equity Taskforce, a coalition of BIPOC organizations from the Rainier Valley, Chinatown/International District, and the Central District, urged the City of Seattle to create an investment strategy for communities in historically redlined neighborhoods facing significant displacement risk and worked with the Office of Planning and Community Development to establish the Seattle EDI.^{89,90} Since 2017, the Seattle EDI has distributed \$49 million in support of site acquisition and capacity building projects in high-displacement communities.^{91,92}

Prior to the King County EDI implementation planning process, existing King County policy recommendations including the Strategic Climate Action Plan, the Skyway-West Hill and North Highline Anti-displacement Strategies Report, the King County Comprehensive Plan, and the Metro Mobility Framework Report provided explicit support for concepts of equitable development, anti-displacement, and community-driven and community-owned capital assets.^{93,94,95,96}

⁸² King County Building Equity and Opportunity Infographic. [\[LINK\]](#)

⁸³ King County (2019). *2019 King County Analysis of Impediments to Fair Housing Choice*. [\[LINK\]](#)

⁸⁴ Puget Sound Regional Council Displacement Risk Mapping. [\[LINK\]](#)

⁸⁵ Zahilay, G (2020, February 17). *We failed the Central District, but we must do right by Skyway*. Seattle Times. [\[LINK\]](#)

⁸⁶ University of Washington. The Seattle Civil Rights and Labor History Project. [\[LINK\]](#)

⁸⁷ Seattle Office of Planning and Community Development (2020). EDI Funded Projects. [\[LINK\]](#)

⁸⁸ Puget Sound Sage (2018). *Why the Equitable Development Initiative matters – and how City Owned Surplus Property can help!* [\[LINK\]](#)

⁸⁹ Puget Sound Sage (2018). *Why the Equitable Development Initiative matters – and how the City Owned Surplus Property can help!* [\[LINK\]](#)

⁹⁰ Seattle Office of Planning and Community Development (2022). Equitable Development Initiative. City of Seattle. [\[LINK\]](#)

⁹¹ Seattle Office of the Mayor (2021, September 10). *Mayor Durkan Announces \$9.8 Million to BIPOC- Led Community Organizations Through the Equitable Development Initiative*. [\[LINK\]](#)

⁹² City of Seattle Office of Planning & Community Development (2023). *Equitable Development Initiative Funded Projects*. [\[LINK\]](#)

⁹³ King County. 2020 Strategic Climate Action Plan. [\[LINK\]](#)

⁹⁴ King County (2021, September 30). Skyway-West Hill and North Highline Anti-Displacement Strategies Report. [\[LINK\]](#)

⁹⁵ King County. King County Comprehensive Plan. [\[LINK\]](#)

⁹⁶ King County Metro (2019, October). Mobility Framework Report. [\[LINK\]](#)

Motion 16062 and Ordinance 19712, Expenditure Restriction ER8 and Proviso P1

In 2021, the King County EDI Coalition, a group comprised of more than 40 BIPOC-led organizations headed by the Multicultural Community Coalition and Puget Sound Sage, organized a year-long effort urging King County to establish a King County EDI, modeled after the City of Seattle’s EDI.^{97,98,99} The coalition advocated for a King County EDI to invest funds in community-led and community-owned land stewardship projects at all stages of the development process, including affordable housing, small business spaces, and cultural facilities that build long-term stability in neighborhoods experiencing displacement. The coalition collaborated with sponsoring councilmembers to co-develop Motion 16062.

On March 15, 2022, the King County Council passed Motion 16062 requesting that the County Executive establish a King County EDI, including recommendations on how to prioritize the Initiative’s work in unincorporated area communities, particularly historically marginalized communities.^{100,101} Motion 16062 describes equitable development as public and private investments, programs, and policies in geographic areas that consider the history and current conditions to meet the needs of marginalized populations and to reduce disparities so that quality-of-life outcomes are equitably distributed for existing residents and new residents to create strong communities.

Motion 16062 lists the following principles that should guide the framework:

- advances economic mobility and opportunity for residents;
- prevents residential, commercial, and cultural displacement;
- builds upon and protects local cultural assets that anchor communities;¹⁰²
- supports organizational capacity building;
- promotes transportation mobility and connectivity; and
- enables equitable access for all communities.

Consistent with the requirements of Motion 16062, a Community Planning Workgroup (CPW) played an instrumental role in designing a potential King County EDI. The CPW consists of 15 individuals. Members of the workgroup represent BIPOC-led community-based organizations working on equitable development and related issues, communities/geographies experiencing high risk of displacement, and

⁹⁷ Multicultural Community Coalition. [\[LINK\]](#)

⁹⁸ Seattle Office of Planning and Community Development (2022). Equitable Development Initiative. City of Seattle. [\[LINK\]](#)

⁹⁹ Puget Sound Sage. [\[LINK\]](#)

¹⁰⁰ This report occasionally uses terms such as “marginalized,” “underrepresented,” and “underserved” to identify communities most directly affected by structural racism, discrimination, displacement pressure, and barriers to opportunity. These terms can have the unintended effect of defining communities only by the inequities they face without honoring and uplifting the work of community. BIPOC, LGBTQ+, low-income communities, immigrants and refugees, people with disabilities, and seniors have a long history of addressing challenges and driving efforts to improve and strengthen their communities. They are leading equitable development strategies and solutions. In the process, they are transforming how government agencies allocate resources and make planning decisions in their neighborhoods. These communities are not just impacted; they are *impacting* new approaches to development driven by equity and social justice values.

¹⁰¹ King County Motion 16062. [\[LINK\]](#)

¹⁰² See Glossary (Appendix A) for the definition of “cultural assets.”

areas of relevant expertise or lived experience. This workgroup partnered closely with County staff to respond to Motion 16062.¹⁰³

Section 77, Expenditure Restriction ER8 of Ordinance 19712, adopted in December 2023, allocated \$1,000,000 of Short-term Lodging Tax revenue in the 2024 budget that “shall be expended solely to support the Equitable Development Initiative established by the executive as requested by Motion 16062.”¹⁰⁴

King County Equitable Development Initiative Phase 1 Implementation Plan

Motion 16062 requested the County Executive to work with the CPW to create the King County Equitable Development Initiative Implementation Plan Phase 1 (Phase 1 Plan). The Phase 1 Plan included:

- a framework that is consistent with equitable community-driven development principles and
- recommendations and next steps for county and community structure, capacity, and related resources necessary to support an EDI.

The Phase 1 Plan was transmitted to the Council on January 5, 2023, and includes the above requirements as well as a definition of equitable development for King County.¹⁰⁵

Equitable Development and Priority Communities Definition

The Phase 1 Plan defined equitable development as an approach to planning and community development paired with public and private investments and service delivery that advances equity and self-determination of communities:

- adversely impacted by structural racism and discrimination;
- experiencing disparities in economic and health outcomes; and
- facing a heightened risk of displacement.

These communities, referred to as priority communities in this plan, primarily include BIPOC, low-income, immigrants and refugees, people with disabilities, seniors, and LGBTQ+ communities.

Equitable Development Initiative Framework

A King County EDI would help achieve the CPW’s vision of an inclusive and equitable King County with resilient, thriving, and welcoming communities. In the Phase 1 Plan, the CPW identified three values to guide a King County EDI:

- acknowledge and repair harmful impacts of historical and current structural racism, discrimination, and inequities in community investment;
- honor, support, and invest in the self-determination and leadership of impacted communities; and

¹⁰³ See Appendix B for the roster of CPW members and their organizations.

¹⁰⁴ King County Ordinance 19712. [\[LINK\]](#)

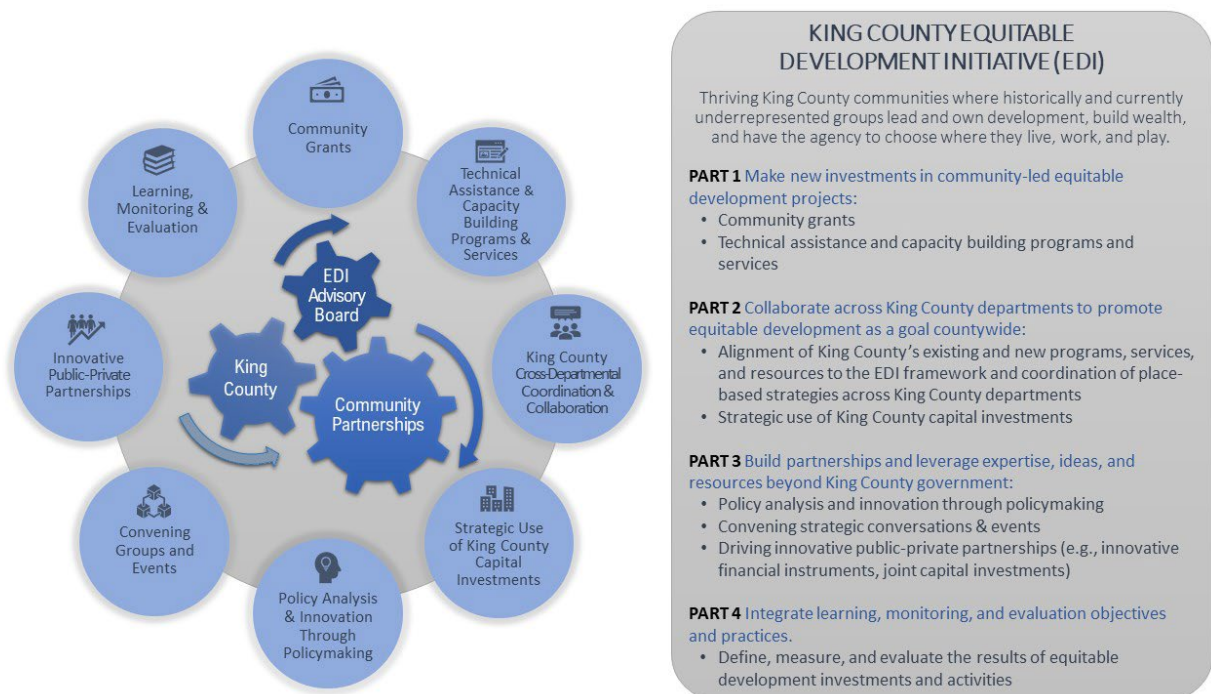
¹⁰⁵ King County Council (2023, January 5). 2023-RPT0006. [\[LINK\]](#).

- prevent harm from existing and future policies and practices, including the impacts of growth and redevelopment.

The CPW identified that the goal for a King County EDI is thriving King County communities where historically and currently underrepresented groups lead and own development, build wealth, and have the agency to choose where they live, work, and play. The CPW identified seven objectives to achieve this goal:

1. Increase stability and support resilience of residents, businesses, and community organizations in geographic areas and cultural communities experiencing displacement and areas where displaced households have relocated.
2. Support preservation and creation of cultural assets.
3. Honor and promote community power in planning and decision-making.
4. Build the capacity of community-based organizations to lead community-controlled and community-owned development.
5. Invest in strong, inclusive, and cooperative local economies.
6. Expand transportation mobility and connectivity while guarding against displacement.
7. Advance healthy, livable communities with equitable quality-of-life outcomes.

In the Phase 1 Plan, the CPW identified four components of a King County EDI as illustrated below:



Phase 1 Plan Recommendations

As called for by Motion 16062, the Phase 1 report outlines recommendations and next actions for County and community structure, capacity, and related resources necessary to support a potential King County EDI.

The Phase 1 report identified the following desired characteristics of the future leadership structure:

- commitment of support from King County leadership;
- a lead King County agency/department with the ability to drive development of equitable development policies and direct and coordinate EDI work among all involved King County agencies;
- engagement by King County departments; and
- power sharing and community co-led decision-making.

To implement a King County EDI, the Phase 1 Plan identified the need for:

- ongoing King County staff support;
- involvement of subject matter experts;
- at least \$100 million annually in new funding;
- a permanent EDI Community Advisory Board; and
- community workgroups and committees convened as necessary.

Consistent with the County Executive’s True North values, the CPW found in the Phase 1 Plan that King County must continue to move investments upstream where needs are greatest, partnering with priority communities and dismantling systems of power, privilege, and racial injustice in favor of equitable access to resources and decisions.^{106, 107} However, the scale of resources identified by the CPW as necessary to implement a full-scale countywide EDI would require substantial new revenue authority and likely state legislative action. As noted throughout this plan, implementing a King County EDI would require significant financial, organizational, and political resources. The success of a King County EDI would rely on collaboration and partnership between the County Executive, the County Council, the State of Washington, city governments, other elected officials, and impacted communities.

Report Methodology

In close partnership with the CPW, DCHS is leading the County’s response to Ordinance 19712, Section 77, Proviso P1, and Motion 16062, with support from other County departments.^{108,109} This report addresses the requirements from the proviso and motion for Phase 2 of the Implementation Plan for a King County EDI. It also includes additional components developed by the CPW. This document was compiled by DCHS staff in collaboration with the CPW, other King County departments represented on the staff team, and an Interdepartmental Coordination Committee convened to inform the development of a King County EDI.

¹⁰⁶ King County Executive Office. True North and Values. [\[LINK\]](#)

¹⁰⁷ See Glossary (Appendix A) for the definition of “priority communities.”

¹⁰⁸ King County Ordinance 19712. [\[LINK\]](#)

¹⁰⁹ King County Motion 16062. [\[LINK\]](#)

Community Planning Workgroup (CPW)

Consistent with Motion 16062 requirements, a workgroup comprised of community members planned and co-created the King County EDI Implementation Plan with King County staff.^{110,111} The CPW members met two to three times per month to co-develop recommendations and guidance on the content of the King County EDI Implementation Plan. The CPW is a dynamic group of new and experienced community leaders with broad geographic representation who were selected through an open application process in spring 2022. A review panel of five King County staff and three non-applicant community members selected 16 individuals based on the criteria aligned with priorities set in Motion 16062.

The Motion directed the creation of a planning group comprised of community members with lived experience or expertise relevant to the Initiative and emphasizing BIPOC leadership and broad geographic representation. Most of the CPW members represent organizations located outside of Seattle, with particular emphasis on representation from organizations serving South King County and urban unincorporated areas that are at a higher risk for displacement. All CPW members have lived experience or expertise relevant to the Initiative such as anti-displacement, building cultural community anchors, civic engagement, immigrant and refugee support services, community-driven development projects, affordable housing, and commercial affordability in communities vulnerable to displacement across King County. Table 1 of Appendix B lists the CPW members, organizational affiliations, and geographic representation. Table 2 of Appendix B provides aggregated data about the CPW makeup, which demonstrates how the CPW composition responds to the Motion’s requirements. Consistent with King County’s practice, all CPW members received compensation for their time attending the CPW meetings and contributing their expertise, knowledge, and ideas to those discussions.¹¹²

Staff Team

A staff team consisting of County employees from PSB, OERSJ, PHSKC, and DLS supported the CPW and DCHS on this project. The staff team met weekly to plan and prepare for meetings with the CPW, share facilitation roles, and contribute knowledge, analytical support, and expertise related to the development of the Implementation Plan.

Interdepartmental Coordination Committee

An Interdepartmental Coordination Committee, consisting of representatives from King County departments listed in Appendix C, provided strategic input and departmental expertise as needed. The members of this committee met monthly to share insight into the departmental structure and King County processes and help to identify opportunities and address challenges and barriers to operationalizing the proposed recommendations in the King County EDI Implementation Plan internally at the County.

¹¹⁰ King County Motion 16062. [\[LINK\]](#)

¹¹¹ See Glossary (Appendix A) for the definition of “co-creation.”

¹¹² In 2021, Ordinance 19364 provided \$50,000 in funding to support development of a King County EDI, including workgroup facilitation costs and compensation for workgroup participants. [\[LINK\]](#)

IV. REPORT REQUIREMENTS

This report directly responds to the requirements in Ordinance 19712, Section 77, Proviso P1, which requests the Executive to transmit an Implementation Plan to establish a countywide EDI, consistent with Motion 16062.^{113,114} Ordinance 19712, Section 77, Proviso P1 directs Phase 2 of the EDI Implementation Plan to:

- include objectives and strategies for reducing economic and racial disparities, by preventing residential, economic and cultural displacement and creating and preserving community stability;
- incorporate data of current and predicted future displacement risk and related metrics that will be used to determine programs and policies;
- include metrics for monitoring and evaluating equitable outcomes;
- describe potential partnerships with community-based organizations, regional partners and other jurisdictions to establish the Initiative program funding and policies countywide;
- identify potential funding options;
- propose strategies to coordinate across County agencies and programs to advance Initiative objectives;
- identify a process for community outreach and collaboration with community-based organizations and other jurisdictions, with a particular focus on communities experiencing or at risk of displacement;
- describe how the process will use the "community directs action" level of engagement as outlined in the OESRJ's community engagement guide;
- propose next steps, including a timeline, that would be needed to implement the Initiative, including legislation;
- include a recommendation of the duties and responsibilities of a permanent advisory board;
- recommendations on how the King County EDI, if adopted and implemented, would inform and collaborate with the Best Starts' Capital Grant Program, consistent with the previously adopted grant criteria in the Best Starts for Kids implementation plan; and
- provide CPW recommendations to the County Executive and the King County Council regarding how to prioritize the King County EDI's work in unincorporated area communities, particularly historically marginalized communities, consistent with King County's responsibility as the unincorporated local government.

The CPW included subsection IV.A, which describes the King County EDI Concept and Implementation Stages, to provide relevant context for the CPW's recommendations to the requirements in Ordinance 19712, Section 77, Proviso P1 and Motion 16062, which are described in subsections IV.B through IV.L. Subsection IV.M details recommendations and analysis from the Executive.¹¹⁵ See Appendix G for details on which subsection of the report addresses each legislative requirement.

A. King County EDI Concept and Implementation Stages

The CPW recommends launching the King County EDI in four stages: Alignment, Start-up, Intermediate, and Sustained Stages. The Initiative would progress through the stages as funding grows and program

¹¹³ King County Ordinance 19712. [\[LINK\]](#)

¹¹⁴ King County Motion 16062. [\[LINK\]](#)

¹¹⁵ King County Ordinance 19712. [\[LINK\]](#)

infrastructure is solidified. The CPW developed the scope for each Implementation Stage to address the types of capacity and capital community-based organizations (CBOs) need to complete a development project, which was informed by the direct experiences of CPW members and by the City of Seattle EDI.

Unique Need for Early Investment in Capital Projects Addressing Displacement

The purpose of a King County EDI is to address displacement pressure by investing in community-driven capital projects that increase housing and community stability, expand access to opportunities and community wealth building, and are led by and for priority communities.¹¹⁶ Community-driven development projects are initiated and led by CBOs, rather than traditional developers.¹¹⁷

CBOs often provide services and cultural and community programs and engage in community advocacy. They have a unique understanding of the conditions in their community and strategies to address the community’s needs, and they may be interested in driving development for a variety of reasons, such as:

- owning their own physical space to resist displacement;
- creating community-owned assets that generate community wealth and stability such as community centers, arts and cultural spaces, and housing;
- improving the health of their community through creating better access to open space, affordable housing, public transit, health services, and climate resilience strategies; and
- implementing a community’s vision for how they want to grow and bring much needed opportunities to a community, like jobs and locally owned businesses.

The CPW identified that equitable development projects, and the CBOs that lead them, require more support than traditional capital projects from the early stages of project development to project completion. This is because small CBOs may have limited or no experience with capital development, and rarely possess the financial resources to fund the early stages of a development project out of pocket. CBOs need time and resources to build their capacity to understand and undertake the development process. Equitable development projects also require an increased level of community

¹¹⁶ See Glossary (Appendix A) for the definition of “priority communities.”

¹¹⁷ See Glossary (Appendix A) for the definition of “community-based organizations.”

participation because equitable development centers the needs and visions of impacted communities at all levels of the development process.^{118,119,120} The CPW considers CBOs to be “shovel hungry” when they have a strong project vision but need resources and technical knowhow to start the project.¹²¹

CBOs need support during the beginning stages of a capital project so they can be competitive for capital funding. A King County EDI would create a pathway for small CBOs to move from “shovel hungry” to “shovel ready,” the stage at which a project is ready for construction financing, by providing early investments in organizational capacity building, project development, predevelopment activities, and site acquisition. Investments in the earlier stages of a capital project can help CBOs be more competitive to apply for other capital funding opportunities such as King County’s Housing Finance Program (HFP) and Washington State’s Housing Trust Fund. Eventually, a fully funded King County EDI would also provide construction capital funding for projects that have reached the “shovel ready” stage.

“Shovel hungry” CBOs face significant barriers competing for the County’s existing capital funding rounds. HFP, for example, has multiple fund sources, each with different requirements including:

- federal restrictions;
- population and income served; and
- funds that must be used for and result in permanent housing developments.¹²²

DEFINING COMMUNITY-BASED ORGANIZATION (CBO)

The CPW defines a CBO as a public or private organization that is representative of a community or significant segments of a community and committed to a community's health, well-being, and empowerment and/or provides human services to individuals in the community. Some common characteristics of a CBO are:

- the majority of the governing body and staff consists of local residents or members of the impacted communities the CBO serves;
- the main operating offices are in the community they serve;
- priority issue areas are identified and defined by residents or members of the impacted communities the CBO serves;
- solutions to address priority issues are developed with residents or impacted community members; and
- program design, implementation, and evaluation components have residents or impacted community members intimately involved, in leadership positions.

In the case of equitable development, a CBO is led by and accountable to priority communities, especially communities impacted by displacement.

¹¹⁸ King County (2023, January 5). King County Equitable Development Initiative Implementation Plan Phase 1, pg. 16. [\[LINK\]](#)

¹¹⁹ The Alliance, the Twin Cities (2021). Equitable Development: Principles & Scorecard, pg. 10. [\[LINK\]](#)

¹²⁰ Local and Regional Governmental Alliance on Race & Equity (2016, November 28). Equitable Development as a Tool to Advance Racial Equity, pg. 12. [\[LINK\]](#)

¹²¹ “Shovel hungry” is a term coined by the City of Seattle EDI to describe projects needing the capacity and support to get a capital project started. Housing Development Consortium (2019, March 26). Housing and Community Development Report Out. [\[LINK\]](#)

¹²² King County. Funding Awards and Compliance: Housing Finance Program. [\[LINK\]](#)

Because of these underlying fund source requirements, the HFP is restricted in the types of projects and activities it can fund. Typically, the HFP funds projects that are “shovel ready” and does not award funds for capacity building or predevelopment. The HFP currently uses some Short-term Lodging Tax bonded and non-bonded revenue, which are more flexible fund sources, to support construction capital for equitable, community-driven affordable housing. DCHS has also worked with other public funders to support increased access for CBOs to federal bond construction funds through the Washington State Housing Finance Commission. However, to be competitive for County construction funding as well as other permanent funding sources, smaller CBOs need working capital and capacity building funds to conduct early, pre-development activities and build their skills. This enables them to then attract construction lender and investor funds and select development partners with the technical expertise, cash flow, capital reserves, and access to liquid assets needed to secure permanent financing.

HFP uses the Combined Funders Application that requests detailed information related to:¹²³

- the project description and physical traits;
- need and population served;
- project schedule, financing and operations;
- development budget; and
- Low-Income Housing Tax credit scoring.

The Combined Funders Application also expects certain reports and studies to determine a project’s readiness and feasibility, some of which require paid technical consultants such as preliminary site plans and environmental assessments.¹²⁴ HFP evaluates applications based on financial feasibility, leverage of other public and private sources, organizational capacity (both financial and experience), and readiness.¹²⁵ Competitive applicants have established site control, completed predevelopment and feasibility analysis, developed a financing plan, and fully conceived their project site plan.¹²⁶

A successful partnership with a developer can be critical for a CBO to achieve their project vision and compete for capital funding streams, which may require more experience and the ability to demonstrate a level of financial strength and access to cash to cover any debts and liabilities that a development partner can provide. The CPW identified that negotiating a fair and equitable partnership agreement is a challenge for CBOs in achieving equitable development projects, especially when a CBO is just getting started and needs the developer as a partner more than the developer needs them. A CBO has more power to negotiate a partnership agreement and choose a developer aligned with their needs when the CBO has leverage to bring to the negotiation, such as site control. Early investments from a King County EDI could assist CBOs to develop their capacity and advance their project to the point of site acquisition which could increase their ability to negotiate an equitable partnership agreement with a developer.

¹²³ The Combined Funders Application is managed by the Washington Department of Commerce. Washington State Department of Commerce (2023, June 28). Washington State Multifamily Housing Unit Housing Trust Fund. [\[LINK\]](#) Other public funders that use the Combined Funders Application include King County, City of Seattle, A Regional Coalition for Housing (ARCH), and South King Housing & Homelessness Partners (SKHHP).

¹²⁴ Washington State Department of Commerce (2023, June 28). 2023 Combined Funders Application Requirements Checklist. [\[LINK\]](#)

¹²⁵ King County. Housing Finance Program. [\[LINK\]](#)

¹²⁶ Washington State Department of Commerce (2023, June 28). 2023 Combined Funders Application Requirements Checklist. [\[LINK\]](#)

Four Stages of Implementation

In the King County EDI Phase 1 Implementation Plan, the CPW identified that a King County EDI would need at least \$100 million annually in new funding to fully support meaningful EDI outcomes.¹²⁷ Except for a one-time allocation of \$1 million in Short-term Lodging Taxes in 2024, directed by Ordinance 19712, Section 77, Expenditure Restriction ER8, no ongoing source of funding has been identified for a King County EDI.¹²⁸ Without a clear scale of resources to guide the implementation planning process, the CPW conceptualized four stages of implementation for different levels of potential funding. Using a staged approach allowed the CPW to recommend a plan for the launch of a King County EDI with limited resources and develop recommendations for how the Initiative should grow over time if increased funding is available.

The four stages, and the scope of activities during each stage, were informed by the City of Seattle's EDI investment areas (see Appendix D) and the unique needs of equitable development projects, and the CBOs that lead them, for investments early in a project's development, as described above.¹²⁹ The CPW believes a King County EDI should support CBOs to successfully lead the beginning stages of a capital project so they can be competitive for capital funding. Based on that approach, the CPW recommends that in the early stages of a King County EDI, the Initiative should focus on investing in capacity building, predevelopment, and site acquisition until the Initiative has at least \$20 million in annual funding, at which point the Initiative would launch a construction funding program.

The CPW's four stages allow for phased implementation as funding increases over time and the infrastructure of the Initiative develops. Chart 1 provides a summary of the CPW's proposed different stages of implementation. Each stage is explained further on the following page.

¹²⁷ See subsection IV.H: Potential Funding Options for a King County EDI for additional details on the budget assumptions.

¹²⁸ King County Ordinance 19712, pg. 67-69. [\[LINK\]](#)

¹²⁹ See City of Seattle's EDI Investment Areas (Appendix D).

Chart 1: CPW Recommended King County EDI Implementation Stages

Stage	Alignment	Start-Up	Intermediate	Sustained
Scale of Revenue	\$1-\$10 million annually including administration costs	\$10 - 20 million annually + cost of administration	\$20 - \$50 million annually + cost of administration	\$50 - \$100 million annually + cost of administration
Scope of Initiative Activities	<ul style="list-style-type: none"> Establish an Interim Advisory Board Implement small-scale capacity building activities Capital funding for one demonstration project if >\$5 million¹³⁰ Coordinate with other capital programs to align with equitable development principles and priorities 	<ul style="list-style-type: none"> Transition to a Permanent Advisory Board Launch full-scale capacity building and strategic acquisition programs Capital funding for a second demonstration project if >\$10 million Coordinate with other capital programs to align with equitable development principles and priorities Launch displacement data dashboard Develop regional partnerships 	<ul style="list-style-type: none"> Operate full-scale capacity building and strategic acquisition programs Launch construction capital funding program Coordinate with other capital programs to align with equitable development principles and priorities Maintain and update displacement data dashboard Convene partnerships 	<ul style="list-style-type: none"> Operate full-scale capacity building strategic acquisition, and construction capital programs Coordinate with other capital programs to align with equitable development principles and priorities Maintain and update displacement data dashboard Convene partnerships
Estimated Staffing Needs	<ul style="list-style-type: none"> At least 1 Full Time Employee (FTE) 	<ul style="list-style-type: none"> 3 FTEs 	<ul style="list-style-type: none"> 5 FTEs 	<ul style="list-style-type: none"> 7 FTEs
Estimated Annual Equitable Development Projects	<ul style="list-style-type: none"> 4 projects supported 	<ul style="list-style-type: none"> 8 projects supported 	<ul style="list-style-type: none"> 12 projects supported 	<ul style="list-style-type: none"> 16 projects supported

¹³⁰ The CPW defines a demonstration project as a small-scale capital investment, the purpose of which is to explore a particular approach to equitable development.

1. Alignment Stage: A King County EDI would operate in the Alignment stage if the Initiative had less than \$10 million annually, including administrative costs. During this stage, the Initiative would focus on building out the foundation of a King County EDI, such as establishing an Interim EDI Advisory Board to provide guidance on implementation of the Initiative and support coordination of County capital programs with the King County EDI framework. County capital programs should operate in a coordinated manner to support and prioritize equitable development projects. During this stage, County capital programs and other relevant programs would work with a King County EDI to:

- integrate the King County EDI framework developed by the CPW into capital program designs to better support and prioritize equitable development projects;
- include equitable development criteria and priorities in capital funding Request for Proposals (RFPs); and
- include leadership from impacted community members in the design and implementation of capital programs.

Grants administered by the King County EDI during this stage would focus on capacity building. The CPW defines capacity building as helping CBOs build their ability to lead a capital project and achieve project milestones, in particular early phases of a project such as project visioning, site control, feasibility analysis, and predevelopment. Due to the limited amount of funding available during the Alignment stage, the Initiative would likely support capacity building activities for an estimated four projects. This stage requires at least one FTE annually.¹³¹

2. Start-Up Stage: A King County EDI would transition from the Alignment stage to the Start-Up stage if annual dedicated funding increased to between \$10 million and \$20 million plus administrative costs. During this stage, a King County EDI would focus on increasing the capacity building program, launching a strategic acquisition program limited to key priority geographic areas, developing regional partnerships, launching a displacement data dashboard, and transitioning to a Permanent EDI Advisory Board. This stage would support an estimated eight projects annually and would require approximately three FTEs.

3. Intermediate Stage: A King County EDI would transition from the Start-Up stage to the Intermediate stage if annual funding increased to between \$20 million and \$50 million plus administrative costs. During this stage, a King County EDI would focus on operating the capacity building and strategic acquisition programs at full scale with expanded geographic priorities, as well as launch an EDI construction capital funding program. This stage would support an estimated 12 projects annually and would require approximately five FTEs.

4. Sustained Stage: A King County EDI would reach sustained implementation with the capacity building, strategic acquisition, and capital funding programs operating at full scale once the Initiative has between \$50 million and \$100 million plus administrative costs annually. This stage would support an estimated 16 projects annually and would require approximately seven FTEs.

The CPW urges the Executive and the Council to pursue a permanent, on-going funding source for a King County EDI as quickly as possible, either by working with the State Legislature to enact new funding authority or implementing a local revenue tool such as a levy, to get to the Sustained stage of a King

¹³¹ DCHS delayed work and repurposed staff to complete the EDI Implementation Plan. DCHS would need new staff positions authorized by the Council to sustain a King County EDI as an ongoing program.

County EDI. This would address the urgent displacement pressures and economic and racial disparities that King County communities are facing and to create the scale of investment needed to support community-driven capital assets.

Implementation Roles and Structure

The CPW proposes the following organizational structure and roles for the Executive Office, DCHS, and the EDI Advisory Board across the different stages to ensure successful implementation.¹³² The CPW recommends a leadership structure that is shared between the Executive Office and DCHS, much like the structure of the County’s climate action work prior to the creation of the Executive Climate Office, when the Strategic Climate Action Plan and New Green Jobs programs were housed within the Department of Natural Resources and Parks (DNRP), but Executive Office staff managed the programs and reported to the Climate Leadership Team.¹³³

- **Role of the Executive Office:** The CPW envisions a King County EDI to be enterprise wide. Therefore, the CPW calls for the Executive Office to oversee the Initiative in consultation with the EDI Advisory Board and DCHS. The Executive Office would be responsible for coordinating enterprise-wide EDI policy direction including department actions to align capital programs across the County with the King County EDI framework.¹³⁴ The CPW recommends that the Executive Office establish a future interdepartmental team to coordinate County agencies to adopt the EDI framework and align with EDI priorities as well as lead the County effort to pursue an ongoing fund source for a King County EDI.^{135,136}
- **Role of DCHS:** Because DCHS has extensive experience managing capital programs, including programs that integrate specific anti-displacement and equity goals, the CPW recommends that DCHS lead the implementation of a King County EDI’s programmatic work, such as capacity building, predevelopment, and capital funding programs, in consultation with the EDI Advisory Board and Executive Office.¹³⁷ During the Alignment Stage, DCHS would design and implement capacity building and demonstration project activities, establish and staff the Interim EDI Advisory Board, and pursue opportunities to align DCHS capital and capacity building programs

¹³² The term “EDI Advisory Board” is used throughout the report when a recommendation applies to both the Interim EDI Advisory Board and Permanent EDI Advisory Board. The type of board will depend on which stage of implementation. As described in Chart 1 in subsection IV.A, the CPW recommends an Interim EDI Advisory Board during the Alignment Stage and a Permanent EDI Advisory Board during the Start-Up Stage. The CPW’s recommended roles, duties, and selection process for the both the Interim EDI Advisory Board and Permanent EDI Advisory Board are detailed in subsection IV.L.

¹³³ King County Motion 14449. [\[LINK\]](#)

¹³⁴ A summary of the King County EDI framework from the King County Equitable Development Phase 1 Implementation Plan is in section III: Background.

¹³⁵ A summary of the King County EDI framework from the King County Equitable Development Phase 1 Implementation Plan is in section III: Background.

¹³⁶ The CPW’s recommendations for the role of the future interdepartmental team are detailed in subsection IV.I.

¹³⁷ The CPW finds that DCHS has valuable related experience with capital funding programs, such as the Housing Finance Program and the Puget Sound Taxpayer Accountability Act Early Learning Facilities Program, and policy and planning work focused on displacement in Skyway-West Hill and North Highline. The department also hosts several community advisory boards and has strong working relationships with other relevant teams such as COO, DLS’ Planning and Permitting staff, and Metro’s transit-oriented development staff.

to EDI objectives.¹³⁸ DCHS would also participate on the future interdepartmental team and consult with other County funding programs, as well as other public funders, to support alignment with EDI objectives and strategies. During the Start-Up Stage, DCHS would staff the Permanent Advisory Board and establish strategic acquisition and capital funding programs. In all stages, DCHS would establish and support ad-hoc grantmaking committees comprised of EDI Advisory Board members, priority community members, and subject matter experts to review applications and recommend funding awards.

- **Role of the EDI Advisory Board:** The CPW calls for all aspects of the King County EDI to be designed and implemented in collaboration with leaders from priority communities through an EDI Advisory Board structure. The CPW's recommended roles, duties, and selection process for the both the Interim EDI Advisory Board and Permanent EDI Advisory Board are detailed in subsection IV.L.

Ordinance 19712 \$1 Million Allocation

During the drafting of this report, the Council allocated \$1 million in one-time funding from Short-term Lodging Tax revenue in Ordinance 19712, Section 77, Expenditure Restriction ER8 to implement a King County EDI.^{139,140} Given limitations in revenue options, the CPW calls for King County to immediately implement aspects of the Alignment stage using the \$1 million allocated by the Council. The CPW recommends this funding be prioritized to create one-year capacity building grants for smaller CBOs to build their capacity to successfully lead housing-related capital projects that embody EDI principles and priorities. The CPW recommends a King County EDI administer 12-month grants ranging in size from \$100,000 to \$150,000 depending on the need of a project. The CPW hopes that the one-year grants would be a precursor to a fully funded, ongoing capacity building and capital funding program administered by a King County EDI, as described further in the stages above.

The CPW recommends that the eligible uses of King County EDI capacity building grants include costs and activities related to the planning and development of housing-related capital projects such as, but not limited to:¹⁴¹

- project development technical assistance and training;
- organizational and board development;
- leadership development and learning opportunities;
- development consultants, architects, attorneys, and buyers' representative fees;
- community planning and engagement;
- predevelopment and feasibility studies such as site analysis and environmental studies; and
- staffing costs related to implementing the grant and executing the above activities.

¹³⁸ Opportunities to align DCHS capital and capacity building programs with EDI objectives will depend on fund source requirements which may restrict funds to certain uses that are not aligned with EDI.

¹³⁹ King County Ordinance 19712, pg. 67-69. [\[LINK\]](#)

¹⁴⁰ Short-term Lodging Tax funding is restricted by state law to permanent or long-term affordable housing programs and services for households less than 80 percent AMI. For more information about this tax, see subsection IV.H.

¹⁴¹ Capacity building grants align with King County EDI Objective 4, Strategy 4.1 as detailed in 40subsection IV.D: Objectives and Strategies for Reducing Economic and Racial Disparities.

The CPW recommends that DCHS minimize the use of funds for staffing when launching the King County EDI so most of the \$1 million can be granted to CBOs for capacity building grants, with less funding used for operations. The CPW does recommend including some funds for a consultant to provide facilitation support for the community advisory and grantmaking processes. The CPW would prefer that funds for staffing, consultants, and administration come from resources outside of the \$1 million proviso. The CPW also calls for the Executive Office to use existing staff resources to coordinate department actions to align capital programs with the King County EDI framework as soon as implementation of a King County EDI with the \$1 million proviso begins.¹⁴²

The Executive's response to the CPW's recommendations for the \$1 million in EDI funding is detailed in subsection IV.M.

B. Recommendations to the Executive and the Council Regarding How to Prioritize the Initiative's work in Unincorporated Area Communities

As directed by Motion 16062, this subsection details the CPW's recommendations for prioritizing the King County EDI's work in unincorporated area communities, particularly historically marginalized communities, consistent with King County's responsibility as the unincorporated local government.¹⁴³

The CPW recommends the below guidelines for King County EDI funding:

- **All funded projects should meet or exceed funding criteria and priorities:** To the CPW, it is most important that a King County EDI is funding projects that meet or exceed the Initiative's funding priorities and criteria, regardless of geography. Grant priorities and criteria would depend on which stage of implementation a King County EDI is in and would be developed in consultation with the EDI Advisory Board.¹⁴⁴ Funded projects would advance one or more King County EDI objectives and reflect the values of a King County EDI.¹⁴⁵ Investments from a King County EDI should support self-determination and leadership of priority communities, and therefore, King County EDI RFPs should prioritize funding for projects that can demonstrate that they are led by and for priority communities.¹⁴⁶
- **Geography can be a factor but should not be the sole factor in funding decisions:** The CPW recommends that funding award recommendations not be based on geography alone. However, geography would be a factor in deciding between qualified projects that meet or exceed the funding criteria and priorities. In choosing between otherwise highly qualified projects, a King County EDI would prioritize projects in preferred geographies, as described in Chart 2. In

¹⁴² The CPW recommends that staffing for cross departmental coordination come from repurposing existing staff resources. The CPW intends for the vast majority of the appropriation of \$1 million in Short-term Lodging Tax revenue to support grants for CBOs.

¹⁴³ King County Motion 16062. [\[LINK\]](#)

¹⁴⁴ The term "EDI Advisory Board" is used throughout the report when a recommendation applies to both the Interim EDI Advisory Board and Permanent EDI Advisory Board. The type of board will depend on which stage of implementation. As described in Chart 1 in subsection IV.A, the CPW recommends an Interim EDI Advisory Board during the Alignment Stage and a Permanent EDI Advisory Board during the Start-Up Stage. The CPW's recommended roles, duties, and selection process for the both the Interim EDI Advisory Board and Permanent EDI Advisory Board are detailed in subsection IV.L.

¹⁴⁵ King County EDI objectives are detailed in subsection IV.D. See section III: Background for a summary of the King County EDI Framework including the King County EDI values.

¹⁴⁶ See Glossary (Appendix A) for definition of "priority communities."

addition to prioritizing qualified projects in unincorporated King County, the CPW also stresses the importance of geographic diversity and funding a balance of projects across King County. Over time the EDI portfolio will aim to achieve a mix of investments in unincorporated and incorporated areas, especially areas where there is not municipal funding for equitable development. The preferences in Chart 2 are intended as guiding principles for procurement and selection but will not be how an individual procurement decision will be made. Ultimately, the amount of funding allocated to a King County EDI will impact the number of projects that can be supported.

Chart 2: Geographic preferences when comparing otherwise highly qualified projects for funding

Geography	Order of Preference	Reason
Unincorporated King County	First Preference	<ul style="list-style-type: none"> King County serves as the only local government for unincorporated areas. Some urban unincorporated areas, such as Skyway-West Hill, North Highline, and East Federal Way, are at high risk of displacement.^{147,148}
Jurisdictions and neighborhoods outside of Seattle where King County EDI has not invested before	Second preference	<ul style="list-style-type: none"> Geographic diversity will be a key component to achieving a balance of County across a King County EDI's funding portfolio. Concentrating too many projects in small geographic areas may reduce the ability for those projects to secure the adequate public funding to achieve completion.
Incorporated Areas outside of Seattle	Third Preference	<ul style="list-style-type: none"> Projects outside of Seattle have more limited access to resources. Displacement risk highest in South King County and increasing in parts of East King County.¹⁴⁹

¹⁴⁷ Puget Sound Regional Council. Displacement Risk Mapping. [\[LINK\]](#)

¹⁴⁸ See Appendix F for the Displacement Risk Indicators Report.

¹⁴⁹ Puget Sound Regional Council. Displacement Risk Mapping. [\[LINK\]](#)

Geography	Order of Preference	Reason
Seattle	Last Preference	<ul style="list-style-type: none"> At the time of this report, Seattle projects have access to several funding programs provided by the City of Seattle including the City’s Equitable Development Initiative, JumpStart Housing Community Self-Determination Fund, and the Generational Wealth Initiative.^{150, 151, 152}

- **If resources are constrained, only projects in unincorporated King County should receive funding:** If the resources can only support five or fewer projects, the CPW endorses soliciting proposals only from unincorporated areas rather than an open funding round in which projects across King County can apply.
- **Displacement data and CBOs should be consulted to identify where priority communities are located:** The CPW recommends that King County EDI staff and the EDI Advisory Board consult displacement data to inform where King County EDI investments should be prioritized. Examples of quantitative displacement data are detailed in subsection IV.E and Appendix F. A King County EDI should also learn about communities being impacted by displacement from CBOs directly because, quantitative data often lags several years and does not always capture the nuance of displacement pressure affecting a community in real-time.¹⁵³ The CPW recommends any RFPs deployed by a King County EDI allow applicants to explain how their project is led by and for priority communities. The CPW recommends that grantmaking committees reviewing RFP applications should consider the following factors in determining whether a project is led by and for priority communities:
 - What conditions are occurring in the community that meet the definition of priority community? Successful applicants would be able to demonstrate that their community experiences chronic and recent displacement, has a history of racially driven underinvestment, or is impacted by structural racism and discrimination.
 - Will the project be owned and developed by an organization with community-rooted leadership? Successful applicants need to demonstrate that they are an integral part of a priority community.
 - Does the applicant demonstrate cultural competence and inclusivity? Successful applicants need to demonstrate they can meet the needs of the priority community the project is intended to serve.
 - Is the project born from community needs? Successful applicants need to show how their project emerged from genuine community demands, rather than external assumptions.

¹⁵⁰ City of Seattle Office of Planning & Community Development (2023). Equitable Development Initiative. [\[LINK\]](#)

¹⁵¹ Seattle City Council (2022, July). CB 120343. [\[LINK\]](#)

¹⁵² The Generational Wealth Initiative is working to close the racial wealth gap through strategies such as worker ownership, access to affordable capital, community ownership of real estate, progressive procurement, and other strategies. The Generational Wealth Initiative will be transferred to the City of Seattle Office of Economic Development. City of Seattle Department of Neighborhoods. Generational Wealth Initiative. [\[LINK\]](#)

¹⁵³ Easton, S., Lees, L., Hubbard, P., & Tate, N. (2019). Measuring and mapping displacement: The problem of quantification in the battle against gentrification. *Urban Studies*, 57(2), 286 – 306. [\[LINK\]](#)

- How is the applicant consistently engaging the community? Successful applicants need to show how they maintain open lines of communication with the community, throughout the development of the project and in the organization’s other work.
- Will the project have transparent governance? Successful applicants need to demonstrate the project leadership has a process for transparent decision-making and provides equitable opportunities for individuals from priority communities to meaningfully engage with and assume leadership positions for the project.
- What is the tangible impact of the project on priority communities? Applicants need to demonstrate how priority communities will benefit from the project.
- **Community leaders from unincorporated areas should have priority representation on the EDI Advisory Board:** The CPW recommends that the Interim and the Permanent EDI Advisory Board strive to have at minimum, 30 percent of the board be representatives from unincorporated areas that are higher risk for displacement or experiencing disproportionately high rates of displacement indicators, such as Skyway-West Hill, North Highline, and parts of East Federal Way.^{154,155,156} See subsection IV.L for the CPW’s recommendations on the roles and duties of the Interim and Permanent EDI Advisory Board, including recruitment, selection, and term limits.
- **Strategies to prioritize unincorporated areas should be evaluated and adapted by the EDI Advisory Board:** The CPW calls for the Interim and Permanent EDI Advisory Boards to evaluate the guidelines above and develop further recommendations for prioritizing the King County EDI’s work in unincorporated areas. This would allow the Initiative to adapt for the following factors, which are subject to change depending on the stage of implementation:
 - the scale of resources a King County EDI can deploy at any given time;
 - fund source requirements and restrictions;
 - changes to the level of resources available for equitable development projects in different jurisdictions and sub-areas;
 - priority objectives and strategies at different stages of implementation; and
 - the balance of priority communities and geographic impact across the King County EDI’s portfolio.¹⁵⁷

C. How the Initiative Will Inform and Collaborate with the Best Starts for Kids Capital Program

As directed by Motion 16062, this subsection details the CPW’s recommendations for how the King County EDI, if adopted and implemented, would inform, and collaborate with the Best Starts for Kids (BSK) Capital Grants program consistent with the previously adopted grant criteria in the BSK Implementation Plan. The BSK Implementation Plan directs BSK capital investments be informed by and made collaboratively with a King County EDI if a King County EDI is implemented.¹⁵⁸

BSK is a King County voter-approved initiative, first approved in 2015 and renewed in 2021, to support every baby born and child raised in King County to be happy, healthy, safe, and thriving through

¹⁵⁴ See Appendix F for the Displacement Risk Indicators Report.

¹⁵⁵ See subsection IV.M for additional recommendations regarding the selection criteria for a future Interim and Permanent Advisory Board.

¹⁵⁶ Ordinance 19712, Section 77, Proviso P1, and Motion 16062 direct that the report includes recommendation of the duties and responsibilities of a permanent advisory board to implement the Initiative. Hereinafter, the permanent advisory board is referred to as the EDI Advisory Board.

¹⁵⁷ See subsection IV.D: Objectives and Strategies for Reducing Economic and Racial Disparities.

¹⁵⁸ *Best Starts for Kids Implementation Plan: 2022-2027*, pg. 74. [\[LINK\]](#)

investments from prenatal development to adulthood.¹⁵⁹ The BSK Capital Grants program was included in the 2022-2027 BSK Levy renewal to provide contracts for building repairs, renovations and new construction or expansion to improve access to high quality programs and services for low-income children, youth, and families.¹⁶⁰

The implementation plan for the BSK Capital Grants program includes similar priorities and goals as a King County EDI and will likely have overlapping community partners. The BSK Capital Grants program focuses on:¹⁶¹

- equitable community-driven development to ensure projects serve communities' needs and align with communities' vision of how to address the lack of access to multi-use facilities among low-income children, youth, and families, and BIPOC communities; and
- projects serving communities that historically have limited or no access to facilities for such services and developments that leverage other capital investments.

During the Phase 2 implementation planning process, BSK Capital Grants program staff participated in a joint retreat with the CPW and joined conversations about future collaboration that informed the CPW's recommendations regarding how a newly established King County EDI and the BSK Capital Grants program could work together. The CPW identified the following opportunities for a King County EDI to inform and collaborate with the BSK Capital Grants program:^{162,163,164}

- **RFP Development:** The CPW calls for the BSK Capital Grants program to work with a King County EDI to strengthen how equitable development objectives and strategies are reflected in the BSK Capital Grants program RFP criteria and application questions to determine if a project is community-driven.¹⁶⁵ For example, BSK Capital Grants program staff should seek feedback and input on draft RFPs, in ways that comply with King County procurement rules, from members of the EDI Advisory Board and King County EDI staff.¹⁶⁶
- **Community Participation in RFP Review and Selection:** The BSK Capital Grants program is already committed to having at least one non-King County employee on the BSK Capital Grant RFP review panels. The CPW calls for the BSK Capital Grant program to increase community participation on RFP review and selection panels, prioritizing members from priority communities as defined by a King County EDI.¹⁶⁷ The CPW also recommends that the BSK Capital

¹⁵⁹ *Best Starts for Kids Implementation Plan: 2022-2027*, pg. 14. [\[LINK\]](#)

¹⁶⁰ *Best Starts for Kids Implementation Plan: 2022-2027*, pg. 74. [\[LINK\]](#)

¹⁶¹ *Best Starts for Kids Implementation Plan: 2022-2027*, pg. 74 and 76. [\[LINK\]](#)

¹⁶² For the purpose of these recommendations, the CPW defines a King County EDI as including the CPW, DCHS Equitable Development Staff, future King County EDI staff, and future Interim and Permanent EDI Advisory Boards.

¹⁶³ These recommendations were discussed with Catarina Ratajczak, BSK Capital Grants Program Manager on January 9, 2024.

¹⁶⁴ See subsection IV.M Executive Recommended Next Steps to Implement a King County Equitable Development Initiative for the Executive's near term recommended actions for King County EDI's collaboration with BSK Capital.

¹⁶⁵ See subsection IV.B for a list of factors to consider in determining whether a project is led by and for priority communities.

¹⁶⁶ The term "EDI Advisory Board" is used throughout the report when a recommendation applies to both the Interim EDI Advisory Board and Permanent EDI Advisory Board. The type of board will depend on which stage of implementation. As described in Chart 1 in subsection IV.A, the CPW recommends an Interim EDI Advisory Board during the Alignment Stage and a Permanent EDI Advisory Board during the Start-Up Stage. The CPW's recommended roles, duties, and selection process for the both the Interim EDI Advisory Board and Permanent EDI Advisory Board are detailed in subsection IV.L.

¹⁶⁷ See Glossary (Appendix A) for the definition of "priority communities."

Grants program reach out to the EDI Advisory Board and EDI staff, to help with outreach and participate in BSK Capital RFP review and selection committees if they meet the selection committee member qualifications.¹⁶⁸

- **Supporting Pathways for Equitable Development Projects:** The CPW calls for the BSK Capital Grants program and a King County EDI to work together to identify and reduce barriers that smaller CBOs led by and for priority communities face when working on capital projects. Both programs should collaborate to develop and inform strategies to build the capacity of smaller CBOs to successfully lead capital projects and access capital funding.
- **Community Outreach:** The CPW calls for the BSK Capital Grants program to collaborate with a King County EDI to engage and outreach to CBOs connected to the respective programs to ensure a wide range of community partners are aware of funding opportunities from both programs. This can include participating in respective program events, sharing outreach lists, publicizing joint program updates, or cross-posting program announcements.
- **Education and Research:** The CPW calls for the BSK Capital Grants program to work with the King County EDI to integrate displacement data and equitable development learnings and research into grantmaking strategies. This can include creating definitions for key terms and leveraging data to strengthen understanding of equitable development and displacement.

D. Objectives and Strategies for Reducing Economic and Racial Disparities

As directed by Ordinance 19712, Section 77, Proviso P1, and Motion 16062, this subsection details the CPW's recommended objectives and strategies for preventing residential, economic, and cultural displacement and create and preserve community stability, including objectives and strategies developed in the King County EDI Framework section of the Phase 1 Implementation Plan, as well as amendments to Phase 1 strategies 2.1, 4.1, 4.2, 4.3, 5.1, and 7.3, as shown in Chart 3 below. This subsection also details the CPW's recommended priority strategies and objectives based on the stage of implementation and amount of funding available for a King County EDI.

The CPW recommends that strategies prioritized in the Alignment and Start-Up strategies should continue to be implemented in all subsequent stages. If the King County EDI remains in the Alignment or Start-Up Stages longer than anticipated, the CPW expects that the Initiative would maintain the flexibility to pursue any strategies, regardless of implementation phase, if resources allow. The CPW acknowledges that fund source restrictions will also influence which strategies are prioritized and when. For example, the \$1 million allocated to implement a King County EDI in 2024 comes from the Short-term Lodging Tax which is restricted to affordable housing activities serving households at or below 80 percent of the area median income (AMI).^{169,170,171}

¹⁶⁸ This type of collaboration is already happening. During the development of this report, the BSK Capital Grants Program Manager and the Equitable development Program Manager are working together to recruit CPW members to participate on the BSK Capital Grants program spring 2024 RFP review panel.

¹⁶⁹ King County Ordinance 19712, pg. 67-69. [\[LINK\]](#)

¹⁷⁰ King County (2023). Lodging Tax. [\[LINK\]](#)

¹⁷¹ See Glossary (Appendix A) for the definition of "area median income."

Chart 3: Summary of Objectives and Strategies¹⁷²

Objective 1. Increase stability and support resilience of residents, businesses, and community organizations in geographic areas and cultural communities experiencing displacement and areas where displaced people have relocated.	Stage First Implemented
Strategy 1.1: Accelerate actions to preserve community assets at risk of displacement and acquire land for community-led and community-owned development.	Alignment and Start-Up
Strategy 1.2: Invest in community-led development of affordable housing and community spaces, incorporating models for permanent affordability. ^{173,174}	Alignment and Start-Up
Strategy 1.3: Identify, support, and, where possible, implement anti-displacement policies and regulations.	Sustained
Strategy 1.4: Support the self-determination of priority communities negatively impacted by displacement, including efforts to return land to Indigenous-led organizations and tribes.	Intermediate
Strategy 1.5: Identify and support policy changes to reduce systemic barriers to equitable development projects such as restrictive zoning and land use regulations and inadequate access to financing.	Intermediate
Objective 2. Support the preservation and creation of cultural assets.	Stage First Implemented
Strategy 2.1: Support the preservation and creation of community-led and community-owned cultural assets that distinguish and strengthen community identity, such as tribal centers, food districts, marketplaces, parklands, gathering places, art and music venues, innovation centers, and learning centers. ¹⁷⁵	Sustained
Objective 3. Honor and promote community power in planning and decision-making.	Stage First Implemented
Strategy 3.1: Employ community engagement practices that honor and promote leadership of priority communities historically and currently excluded from planning processes.	Alignment and Start-Up
Strategy 3.2: Support community co-creation and meaningful roles for priority communities in decision-making about the future of neighborhoods, to ensure priority communities benefit from future development.	Alignment and Start-Up

¹⁷² Multiple strategies in Chart 3 refer to “priority communities.” See Glossary (Appendix A) for the definition of “priority communities.”

¹⁷³ Choi M., Van Zandt, S., & Matarrita-Cascante, D. (2017, September). *Can Community Land Trusts Slow Gentrification?* Journal of Urban Affairs 40, no. 3 (pg. 394-411). [\[LINK\]](#)

¹⁷⁴ See Glossary (Appendix A) for the definition of “permanently affordability.”

¹⁷⁵ Strategy 2.1 was amended to add tribal centers to the examples of community-owned cultural assets.

Objective 4. Build the capacity of community-based organizations to lead community-controlled and community-owned development. ¹⁷⁶	Stage First Implemented
<p>Strategy 4.1: Provide community-based organizations with capacity building grants, leadership development support, and technical assistance resources to build their knowledge, skills, and experience to lead, own, and operate development projects. Capacity building areas may include:</p> <ul style="list-style-type: none"> • Project Development Technical Assistance • Organizational and Board Development • Community Planning Processes • Predevelopment and Feasibility Studies • Development consultants, architects, attorneys, and real estate consultants¹⁷⁷ • Educational opportunities on: <ul style="list-style-type: none"> ○ Resident and tenant leadership and governance models ○ Cooperatives, community land trusts, and community investment trusts¹⁷⁸ ○ Land stewardship in consultation and solidarity with Indigenous communities and tribes, including awareness of Native land designations. ○ Environmentally sustainable building and operations 	Alignment and Start-Up
<p>Strategy 4.2: Provide community-based organizations with predevelopment and capital funding to acquire land for community-controlled and community-owned development.^{179,180}</p>	Alignment and Start-up
<p>Strategy 4.3: Provide community-based organizations with construction capital funding to lead community-controlled and community-owned development.¹⁸¹</p>	Intermediate
<p>Strategy 4.4: Leverage public resources such as publicly owned land for equitable development.^{182,183}</p>	Intermediate
<p>Objective 5. Invest in strong, inclusive, and cooperative local economies.^{184,185}</p>	Stage First Implemented

¹⁷⁶ See Glossary (Appendix A) for the definition of “community-based organization.”

¹⁷⁷ Strategy 4.1 was amended to include additional capacity building uses.

¹⁷⁸ See Glossary (Appendix A) for the definition of “community land trust.”

¹⁷⁹ Strategy 4.2 is similar to Strategy 1.2 with the distinction that the predevelopment and capital funding will be available to other communities, not just those experiencing displacement pressures.

¹⁸⁰ Strategy 4.2 was amended to add land acquisition to the use of predevelopment and capital funding.

¹⁸¹ Strategy 4.3 was added after CPW recommendations to differentiate between land acquisition capital funding and construction capital funding.

¹⁸² Strategy 4.4 is now Strategy 4.3 from Phase 1 of the King County EDI

¹⁸³ In this context, leverage means connecting to ongoing work at King County that is related to equitable development and aligning County resources to further EDI vision, goals, and objectives.

¹⁸⁴ Strategy 5.3 was removed at the recommendation of the CPW because it was deemed as redundant of Strategy 4.2 and 4.3

¹⁸⁵ See Glossary (Appendix A) for the definition of “cooperative models.”

Strategy 5.1: Invest in equitable development projects that increase access to education, employment, entrepreneurial opportunities, and generational and community wealth-building opportunities such as affordable homeownership, limited equity cooperative housing projects, community investment trusts, community land trusts, environmental justice, and sustainable development. ¹⁸⁶	Start-Up
Strategy 5.2: Identify and support equitable development strategies that generate jobs and support small businesses, artists, and cultural workers. ¹⁸⁷	Sustained
Strategy 5.3: Identify and support community benefits such as workforce development, hiring opportunities, and career pathways through future development projects.	Sustained
Objective 6. Expand transportation mobility and connectivity while guarding against displacement.	Stage First Implemented
Strategy 6.1: Invest in equitable development projects that increase access to effective and affordable public transportation while mitigating gentrification and displacement near existing and planned transit investments.	Intermediate
Strategy 6.2: Work with transit partners to identify and support opportunities for community benefits and equitable development projects at transit-oriented development sites.	Sustained
Objective 7. Advance healthy, livable communities with equitable quality-of-life outcomes.	Stage First Implemented
Strategy 7.1: Invest in equitable development projects that improve access to determinants of health and quality of life, such as affordable and quality healthcare services, strong community connections, access to parks and open space, culturally relevant food, and healthy and climate-resilient environments for all residents.	Intermediate
Strategy 7.2: Consult with County departments on shared equitable development goals and opportunities to collaborate on co-investments that pair amenities, such as open space and urban gardens, with equitable development projects.	Sustained
Strategy 7.3: Invest in community-led strategies to repair harm caused by environmental racism. ¹⁸⁸	Sustained
Strategy 7.4: Support equitable development projects that build climate resilience for frontline communities. ¹⁸⁹	Start-up

¹⁸⁶ Strategy 5.1 was amended to include additional examples of community wealth-building opportunities.

¹⁸⁷ The CPW routinely expressed the need for affordable commercial space in their communities. Phase 2 of the Implementation Plan intends to explore ways the King County EDI, within the limitations of government restrictions on funding commercial spaces and activities, can support the needs of the community, including affordable commercial space.

¹⁸⁸ Strategy 7.3 was amended to remove “heal and restore polluted and toxic land” as a community-led strategy due to expense and limited terms dictated by state agencies.

¹⁸⁹ See Glossary (Appendix A) for the definition of “frontline communities.”

If or when a King County EDI builds toward full-scale, the CPW recommends prioritizing the following strategies during the Alignment and Start-Up stages of the Initiative:¹⁹⁰

- **Strategy 1.1:** Accelerate actions to preserve community assets at risk of displacement and acquire land for community-led and community-owned development;
- **Strategy 3.1:** Employ community engagement practices that honor and promote leadership of priority communities historically and currently excluded from planning processes;
- **Strategy 3.2:** Support community co-creation and meaningful roles for priority communities in decision-making about the future of neighborhoods, to ensure priority communities benefit from future development;
- **Strategy 4.1:** Provide community-based organizations with capacity building grants, leadership development support, and technical assistance resources to build their knowledge, skills, and experience to lead, own, and operate development projects; and
- **Strategy 7.4:** Support equitable development projects that build climate resilience for frontline communities.

E. Data of Current and Predicted Future Displacement Risk and Related Metrics That Will be Used to Determine Programs and Policies

As directed by Ordinance 19712, Section 77, Proviso P1, and Motion 16062, this subsection details the CPW's recommendations for an overview of existing current and predicted future displacement risk indices and indicators and provides an initial analysis of King County displacement risk indicators.

DCHS' Performance Measurement and Evaluation (PME) unit collaborated with the CPW to gather and analyze quantitative and qualitative data on displacement risk indicators, to develop recommendations for how displacement data would inform equitable development investment strategies to support anti-displacement efforts and address racial and economic disparities and community wealth building in priority communities.¹⁹¹

Overview of Existing Current and Predicted Future Displacement Risk Indices and Indicators

To support the CPW's decision-making, DCHS reviewed existing displacement research to understand options for analyzing displacement risk and met with other King County departments, the City of Seattle, and the Puget Sound Regional Council (PSRC) to discuss displacement risk indices.^{192,193} These include:

- **City of Seattle Displacement Risk Index**
The City of Seattle's Displacement Risk Index identifies areas of Seattle where displacement of BIPOC communities, low-income people, renters, and other populations susceptible to displacement may be more likely to occur.¹⁹⁴
- **City of Seattle's Access to Opportunity Index**
The City of Seattle's Access to Opportunity Index identifies disparities in marginalized

¹⁹⁰ Specific guidance from the CPW on how the \$1 million in Short-term Lodging Tax funding should be used is described in subsection IV.A.

¹⁹¹ See Glossary (Appendix A) for the definition of "priority communities."

¹⁹² See Appendix F for the Displacement Risk Indicators Report.

¹⁹³ Displacement risk indices combine multiple quantitative measures into a geographic estimate of displacement risk.

¹⁹⁴ City of Seattle (2023). One Seattle Comprehensive Plan: Updating the Displacement Risk Index. [\[LINK\]](#)

populations' access to some key determinants of social, economic, and physical well-being.^{195,196} The access to opportunity index includes measures related to education, economic opportunity, transit, civic infrastructure, and public health.

- **City of Seattle's Displacement Risk Indicators Dashboard and Equitable Development Community Indicators Report**

The City of Seattle developed a Displacement Risk Indicators Dashboard for the Seattle Equitable Development Initiative that analyzes indicators that signal and/or quantify various displacement pressures affecting Seattle households.¹⁹⁷ The indicators improve understanding of who is most affected by displacement and where displacement pressures are currently concentrated, which helps inform the City's Equitable Development investments and makes public data that can be used by community-based organizations and members of the public to foster racial and social equity. This dashboard includes:

- data on housing cost burdens and shortages in affordable and available rental housing that can lead to increased risks of economic displacement and exclusionary neighborhood change;
- tenant relocation cases;
- condo conversions;
- foreclosure rates;
- early design guidance applications;
- construction permits;
- increases in sale prices; and
- single-family home flipping that signals market interest and can suggest the potential for indirect economic displacement and exclusionary neighborhood change.

- **Puget Sound Regional Council's Displacement Risk Index**

The Puget Sound Regional Council (PSRC) developed an index to identify neighborhoods in the Puget Sound region at a higher risk of displacement.¹⁹⁸ It combines 15 indicators into a single index that is then used to group census tracts into three risk categories: Higher, Moderate, and Lower.

- **Puget Sound Regional Council's Access to Opportunity Index**

PSRC developed an index to assess which neighborhoods in the Puget Sound are relatively rich in resources and who has access to these areas. Areas that are considered "high" or "very high" opportunity have relatively more resources than the national average.

[Initial Analysis of Displacement Risk Indicators for King County](#)

DCHS, in consultation with the CPW, developed the King County Displacement Risk Indicators Report which examines different indicators separately instead of creating a displacement risk index.¹⁹⁹ DCHS and the CPW chose not to create a new King County displacement risk index because it would be

¹⁹⁵ City of Seattle Office of Planning and Community Development (2015, May). *Seattle 2035: Growth and Equity Analysis*, pg. 12. [\[LINK\]](#)

¹⁹⁶ City of Seattle. Access to Opportunity Map. [\[LINK\]](#)

¹⁹⁷ City of Seattle. Displacement Risk Indicators. [\[LINK\]](#)

¹⁹⁸ Puget Sound Regional Council. Displacement Risk Mapping. [\[LINK\]](#)

¹⁹⁹ See Appendix F for the King County Displacement Risk Indicators Report.

duplicative of existing data products such as the PSRC and City of Seattle displacement risk indices mentioned above.

The goals of the Displacement Risk Indicators Report are to deepen understanding of individual factors that impact displacement and integrate historical and non-geographic data. The CPW identified both historical data and non-geographic data as priorities, particularly data broken down by demographic information such as race and ethnicity. Because of this, the CPW decided to use a data model comprised of individual displacement risk indicators, which allows for the integration of qualitative data that can illustrate the lived experiences of communities experiencing displacement and help speak to aspects of displacement that do not have sufficient quantitative data.

To guide the King County Displacement Risk Indicators Report, the CPW identified six overarching topics: Housing, Local Economic Conditions, Community, Transportation, Health and the Environment, and Education, each with various subtopics. In total, the CPW identified 15 subtopics, each with associated indicators. Due to limited staff capacity during the Phase 2 implementation planning process, the King County Displacement Risk Indicators Report focuses on seven indicators within the topic areas that were most illustrative in depicting the current state of displacement risk in King County. Those indicators are Cost Burden, Eviction Rates, Ratio of Median Rent to Median Household Income, Tenure by Race and Hispanic or Latina/o/x Ethnicity, Foreclosures, Proportion of Income-Restricted Units, and Demographic Changes.²⁰⁰

Some quantitative data were available to measure the factors identified within each of these topic areas using both publicly available datasets and datasets developed by King County. While funding was not available for an extensive qualitative data collection process, DCHS conducted two focus groups with CPW members, as well as a written survey that was completed by five community members experiencing displacement and doing anti-displacement related work.²⁰¹

After examining qualitative and quantitative data from the King County individual displacement risk indicators, DCHS identified the following themes:

- **Displacement risk is concentrated in South King County:** Across numerous indicators, South King County had the highest displacement risk in King County. For example, Skyway-West Hill, Renton, Kent, Tukwila, and East Federal Way had some of the highest risk of displacement among Tenure, Foreclosure, Ratio of Median Rent to Median Household Income, Cost Burden, and Eviction Rate indicators.²⁰²
- **Displacement is linked to demographic changes:** Displacement of geographically concentrated communities of color, such as Black households in the Central District and Asian and Pacific Islander households in South Seattle, has spread these communities over larger areas of South King County. Since 2000, these communities have become less geographically concentrated and are now more dispersed throughout much of South King County.²⁰³

²⁰⁰ See Appendix F for a detailed overview of each topic, as well as visualizations and analysis for each indicator, including key takeaways.

²⁰¹ CPW members noted that community members expressed mistrust about taking a survey from King County.

²⁰² See Appendix F: Tenure, Foreclosure, Ratio of Median Rent to Median Household Income, Cost Burden, and Eviction Rate indicators sections for more detail.

²⁰³ See Appendix F: Demographic Changes section for more detail.

- **Housing Instability is concentrated in East and South King County:** While Seattle has over two times the number of eviction filings of any other jurisdiction, per capita eviction rates in South King County are much higher, with Federal Way, Skyway-West Hill, and Kent all having per-capita rates over four times higher than Seattle. While it has lower rates of evictions, East King County has also experienced the largest percent rent increases, and jurisdictions there have very little housing stock that is income-restricted compared to the countywide average, increasing the likelihood of displacement.²⁰⁴
- **Displacement Risk is rising for renters in rural areas of Northeast and Southeast King County:** The majority of census tracts in rural areas in Northeast and Southeast King County have had rent increases in recent years higher than countywide averages. Demographic change data shows that these areas have growing BIPOC populations and a significantly lower proportion of their housing stock that is income-restricted than countywide averages, all of which indicate that these communities will likely face higher displacement pressures in the near future.²⁰⁵

F. Metrics for Monitoring and Evaluating Equitable Outcomes

As directed by Ordinance 19712, Section 77, Proviso P1, and Motion 16062, this subsection details the CPW's recommendations for measuring displacement risk and evaluating a King County EDI. The CPW recommends implementing the below actions for measuring and monitoring displacement risk once the EDI is in the Start-Up Stage of the Initiative or sooner if resources allow:

- develop an interactive King County displacement risk indicator dashboard to illustrate displacement risk to the broader public and inform equitable development investments;²⁰⁶
- gather additional qualitative data to complement quantitative data and better illustrate the experience and impacts of displacement;²⁰⁷
- analyze existing displacement risk with individual displacement risk indicators to inform geographic priorities for RFPs and funding allocation decisions;
- continue to build on individual displacement indicator data collected during the implementation planning period to inform investment strategies to address racial and economic disparities and build community wealth;²⁰⁸ and
- present data and program progress updates once per year to the EDI Advisory Board and the future Interdepartmental Team convened to work together on EDI topics, and solicit feedback and recommendations on the strategic direction of the Initiative and inform geographic priority areas for King County EDI investments and other strategies to address racial and economic

²⁰⁴ See Appendix F: Eviction Rates, Ratio of Median Rent to Median Household Income, and Proportion of Income-restricted units sections for more detail.

²⁰⁵ See Appendix F: Demographic Changes, Ratio of Median Rent to Median Household Income, and Proportion of Income-restricted units sections for more detail.

²⁰⁶ Metrics may need to be updated periodically with new data as data sources are updated.

²⁰⁷ PME suggests that this action only be undertaken if adequate resources are available.

²⁰⁸ For example, conclusions drawn from individual indicator data, such as the high risk of displacement identified in parts of South King County, could lead to strategic investment priorities in specific areas with high rates of housing instability that could be supported with housing specific equitable development projects.

disparities related to displacement.^{209,210} Staff may continue to work with EDI Advisory Board and other community partners to develop, adjust, and measure metrics for data and evaluation for the Initiative.

PME advises developing metrics to evaluate equitable outcomes of a King County EDI after the Initiative has begun implementation or when metrics related to continuous quality improvement, process evaluation, or higher-level outcomes and population analysis are required by DCHS, by the Council, or by the requirements of the Initiative's fund source. At that point, subject to available resources, PME would work with the EDI Advisory Board to develop metrics for evaluating the Initiative.

G. Potential Partnerships with Community-Based Organizations, Regional Partners, and Other Jurisdictions to Establish the Initiative Program Funding and Policies Countywide

As directed by Ordinance 19712, Section 77, Proviso P1, and Motion 16062, the following subsection details the CPW's recommendations for potential partnerships with community-based organizations (CBOs), regional partners and other jurisdictions to establish Initiative funding and policies countywide. See subsection IV.J for the CPW's recommendations for community outreach and collaboration with community-based organizations and other jurisdictions, with a particular focus on communities experiencing or at risk of displacement.

The CPW calls for a King County EDI to engage and partner with institutions outside of King County government, such as other jurisdictions, quasi-governmental organizations, CBOs, philanthropic organizations, community development financial institutions (CDFIs), national and local institutional leaders in the field of equitable development, nonprofits, and other private sector organizations. The CPW identified that a key purpose of partnerships is to strengthen relationships between institutions and the communities they are accountable to serving. Through these partnerships, a King County EDI can foster dialogue, leverage expertise and resources, exchange best practices, promote shared learning, and identify possible joint projects and investments that amplify community-led efforts and equitable development strategies.

Components of a King County EDI's partnerships, as described in the Phase 1 report, may include:

- supporting policy analysis and promoting innovation through policymaking, to reduce barriers to equitable development projects and enable community wealth building and community-led and community-owned development;
- convening groups and events to advance equitable development work; and
- driving innovative public-private partnerships to leverage resources and investments in equitable development projects.

²⁰⁹ See subsection IV.B: Recommendations to the Executive and the Council Regarding How to Prioritize the Initiative's Work in Unincorporated Area Communities.

²¹⁰ The term "EDI Advisory Board" is used throughout the report when a recommendation applies to both the Interim EDI Advisory Board and Permanent EDI Advisory Board. The type of board will depend on which stage of implementation. As described in Chart 1 in subsection IV.A, the CPW recommends an Interim EDI Advisory Board during the Alignment Stage and a Permanent EDI Advisory Board during the Start-Up Stage. The CPW's recommended roles, duties, and selection process for the both the Interim EDI Advisory Board and Permanent EDI Advisory Board are detailed in subsection IV.L.

Based on the recommendations outlined in the Phase 1 report, the CPW calls for the following partnerships with community-based organizations, regional partnerships, partnerships with other jurisdictions, and public-private partnerships.

Partnerships with Community-Based Organizations (CBOs)

Within the category of CBOs, the CPW calls for a King County EDI to focus on developing partnerships with two main groups of organizations:

- **Equitable Development Practitioners:** Practitioners include CBOs led by and for priority communities in King County that are working on equitable development capital projects as well as organizations that want to increase their capacity and ability to lead equitable development capital projects in the future.²¹¹ A King County EDI would create opportunities to build a community of these practitioners in King County. Through this community, a King County EDI would provide information about funding and capacity building opportunities, solicit feedback and input on King County EDI programs and activities, and collaborate on opportunities to exchange learnings, best practices, and develop leadership.
- **Equitable Development Policy Leaders:** A King County EDI would also cultivate partnerships with CBOs working to develop and advance equitable development policies and policies on related issues such as anti-displacement, racial and economic justice, generational wealth building, climate resilience, and environmental justice. Through these partnerships, King County and CBOs would share information, exchange ideas, and foster dialogue about solutions and strategies. This could include meetings and conversations to discuss learnings, inform policy recommendations, and promote learning opportunities about policy efforts locally and nationally.

Regional Partnerships

A King County EDI would also focus on building partnerships with organizations that are instrumental in the fields of affordable housing, economic development that centers and empowers priority communities, equity and racial justice, land use and planning, urban design, community development, climate resilience, and environmental justice. The CPW calls for a King County EDI to cultivate partnerships with:

- public funders to coordinate and communicate about capital project pipelines, increase awareness about the needs of equitable development projects, and leverage support for community-driven and community-owned projects;
- regional organizations with subject matter expertise to collaborate on capacity building and capital funding strategies that advance equitable development and community-driven development projects; and
- Community Development Finance Institutions (CDFIs) to leverage support from community lenders and develop innovative financing tools to support community-driven and community-owned development projects. CDFIs promote access to capital in underserved markets to expand economic opportunity to low-income communities. Banks, credit unions, loan funds,

²¹¹ See Glossary (Appendix A) for definition of “priority communities.”

venture capital funds, and similar institutions can be certified as CDFIs by the U.S. Department of Treasury.^{212, 213, 214}

Partnerships with Other Jurisdictions

The CPW calls for a King County EDI to partner, when possible, with city governments, in particular cities in high displacement risk areas and cities where equitable development projects have been funded with public resources.²¹⁵ The purpose of these partnerships would include helping a capital project achieve completion, co-investing in capital projects, providing technical assistance opportunities to community partners, and jointly supporting professional development of city or County program staff. Additionally, the CPW believes that a King County EDI needs to partner with the City of Seattle to continue to learn from Seattle’s EDI and collaborate on equitable development strategies and best practices.

In the Intermediate and Sustained stages of a King County EDI, King County could provide technical assistance to other jurisdictions looking to support equitable development and anti-displacement efforts and provide training and resources for new equitable development programs. King County and other jurisdictions could also participate in joint feasibility studies and regional collaborations to address displacement and advance equitable development strategies and investments.

Public-Private Partnerships

In the Phase 1 report, the CPW identified that public-private partnerships with philanthropic organizations, CDFIs, and other private sector institutions like developers, investors, banks, and architecture firms could be a way for King County to leverage private sector funding to advance the goals and objectives of a King County EDI.²¹⁶ The CPW calls for a King County EDI to pursue public-private partnerships that align with EDI values and goals to leverage additional resources and expertise to advance equitable development capital projects in King County through co-investment.

H. Potential Funding Options for the Initiative

As directed by Ordinance 19712, Section 77, Proviso P1, and Motion 16062, this subsection details potential funding options for a King County EDI as identified by the CPW. In the Phase 1 report, the CPW identified that a King County EDI would need at least \$100 million in dedicated, annual funding to fully support meaningful outcomes to undo the effects of centuries of inequitable public and private investment in King County.^{217,218} The County does not currently have sufficient revenue options to

²¹² U.S. Department of the Treasury Community Development Financial Institutions Fund. CDFI Certification. [\[LINK\]](#)

²¹³ U.S. Department of the Treasury Community Development Financial Institutions Fund. What are CDFIs? [\[LINK\]](#)

²¹⁴ U.S. Department of the Treasury Community Development Financial Institutions Fund. Overview. [\[LINK\]](#)

²¹⁵ High risk displacement areas can be determined using the PSRC Displacement Risk Index as well as the King County Displacement Risk Indicators report (See Appendix F).

²¹⁶ King County (2023, January 5). *King County Equitable Development Initiative Implementation Plan Phase 1*, pg. 5. [\[LINK\]](#)

²¹⁷ King County (2023, January 5). *King County Equitable Development Initiative Implementation Plan Phase 1*. [\[LINK\]](#)

²¹⁸ The CPW’s estimate of at least \$100 million in annual need for the King County EDI is based on discussions about the City of Seattle’s EDI program, the high cost of capital projects, and the level of interest and need in the

achieve this level of funding, especially given the recent General Fund forecast and the constraints imposed by requirements of existing fund sources.^{219,220}

This subsection of the report details the following components:

- equitable development revenue principles developed by the CPW;
- potential funding options for a King County EDI identified by the CPW; and
- the CPW’s recommended actions.

The CPW calls for King County to leverage any available resources to establish a King County EDI while actively seeking new revenue authority to fund a King County EDI at full scale, to address the crisis of displacement in priority communities.²²¹

[CPW Equitable Development Revenue Principles](#)

The CPW developed the following revenue principles to inform the analysis of potential funding options for a King County EDI and to guide the County’s pursuit and implementation of local and state revenue sources.²²² These principles are intended to support revenue generation for community-driven and community-owned development projects that address displacement and advance equitable development objectives and strategies in priority communities.²²³

CPW Equitable Development Revenue Principles
<ol style="list-style-type: none"> 1. King County should work towards obtaining secure, consistent, and growth-oriented funding to support a King County EDI and investments in community-driven development projects. 2. King County should take swift action to pursue flexible revenue that can support a King County EDI

community to address the challenge of displacement. Based on data shared by Seattle EDI staff, the City’s EDI program has a growing gap between the total amount of funding requested in response to the City’s solicitation of applications and the amount of funding the program deploys even as their budget has increased over time. In 2022, the unmet requests for funding for Seattle’s EDI topped \$64.4 million. This amount only partially captures the actual funding needs of each project since applicants could only request a maximum of \$2 million. A fully implemented King County EDI would serve projects countywide and fund projects more deeply than the Seattle EDI program due to limited capital funding streams in other jurisdictions. See Appendix E for additional information about the Seattle EDI’s investment areas and estimated project costs.

²¹⁹ The General Fund is projected to be out of balance by \$80 to 100 million for 2025. Correcting the structural deficit will require lifting the one percent cap on property tax revenue. King County. *2023-2024 Executive Proposed Budget: Executive Summary*, pg.1. [\[LINK\]](#)

²²⁰ King County’s most flexible fund source is the General Fund, however the 2023 2nd omnibus supplemental budget ordinance outlines a \$13M cut to the \$750M General Fund due to the 1% cap on property tax revenue. Other existing fund sources in DCHS are already committed to specific uses based on requirements within authorizing legislation and implementation plans. Therefore, a King County EDI would need new dedicated revenue to achieve a budget of \$100 million annually or more. Gutman, D. (2023, December 6). King County Council forecasts dire cuts to come as it trims budget. *The Seattle Times*. [\[LINK\]](#)

²²¹ See Glossary (Appendix A) for definition of “priority communities.”

²²² The revenue principles were modeled after the Affordable Housing Committee Revenue Principles developed in 2020. King County Affordable Housing Committee. *Shared Principles to Guide Future Affordable Housing Revenue Decisions in King County*. [\[LINK\]](#)

²²³ See subsection IV.D: Objectives and Strategies for Reducing Economic and Racial Disparities.

3. King County should divest General Fund resources from the criminal legal system and other activities that cause harm and displacement to priority communities and reinvest General Fund resources in community-identified needs and priorities such as a King County EDI.
4. King County should pursue actions at the state level to request new progressive revenue authority and request the expanded use and authority of current revenue sources to support a King County EDI.
5. Priority funding for a King County EDI should come from progressive revenue tools that do not disproportionately burden low-income households.
6. King County should pursue any opportunity to include King County EDI into applicable new levies or levy renewals.
7. While King County pursues new revenue strategies, departments with existing capital and capacity building programs with overlapping goals should include equitable development principles and priorities in their funding programs' criteria and RFP processes to prioritize existing funding for equitable development projects.
8. King County should pursue opportunities to develop private/public partnerships and partnerships with jurisdictions to leverage resources to support equitable development investments.
9. King County should pursue fund sources that can be disbursed through a community-led process to determine funding recommendations.
10. Funding for a King County EDI should not take funds away from essential human services led by and for BIPOC and low-income communities. The CPW does support reappropriation of human services funding for a King County EDI if funds have not been equitably deployed to services and programs led by and for BIPOC and low-income communities.²²⁴

[Research into Potential Funding Options for a King County EDI](#)

The CPW researched the following potential funding options for a King County EDI:

- new revenue tools and strategies;
- existing DCHS fund sources; and
- existing fund sources outside of DCHS' budget.

[Types of New Potential Revenue Tools and Strategies](#)

King County would need new, dedicated revenue to fulfill the CPW's estimated need of at least \$100 million in new funding annually to successfully implement a King County EDI.²²⁵ Based on the CPW Equitable Development Revenue Principles, the CPW identified the following new potential revenue

²²⁴ Equitable development projects are not mutually exclusive from essential human services work. For example. Many equitable development projects funded by the City of Seattle's EDI program include uses such as affordable housing, health services, early learning programs, culturally appropriate food programs, and more. City of Seattle Office of Planning & Community Development (2023). Equitable Development Initiative Projects. [\[LINK\]](#)

²²⁵ King County's most flexible fund source is the General Fund, however the 2023 omnibus budget outlines a \$13M cut to the \$750M General Fund due to the 1% cap on property tax revenue. Other existing fund sources in DCHS are already committed to specific uses based on requirements within authorizing legislation and implementation plans. Therefore, a King County EDI would need new dedicated revenue to achieve a budget of \$100 million annually or more. Gutman, D. (2023, December 6). King County Council forecasts dire cuts to come as it trims budget. The Seattle Times. [\[LINK\]](#)

tools, including tools that would require authorization from the State, as potential funding options for a King County EDI:

- New Property Tax Levy
- Additional Real Estate Tax
- Additional Capital Gains Tax
- Business & Occupation (B&O) Tax
- Vacant or Unoccupied Property Tax
- Income Tax
- Public-Private Partnerships
- State and Federal Grants

Appendix E details each revenue strategy including the scale of revenue projected per biennium and the level of action needed to implement it.

Existing DCHS Fund Sources

No single existing County or DCHS fund source can achieve the CPW’s goal of at least \$100 million for a King County EDI’s annual budget. However, DCHS staff detailed DCHS budgeted revenues to the CPW. Chart 4 details the alignment between identified DCHS fund sources and a potential King County EDI including estimated revenue, allowed and current uses, and the authorizing legislation. For this analysis, fund sources managed by departments outside DCHS were not included. Revenues eligible for capital expenses are primarily appropriated through the Housing and Community Development (HCD) Fund, and the CPW identified the following fund sources from the HCD Fund budget that align with the CPW Equitable Development Revenue Principles and could be potential near term funding opportunities.²²⁶

Other DCHS fund sources such as the 1590 Sales Tax, which funds housing and related services, and 1406 Sales Tax, which funds affordable or supportive housing, are currently used to maintain essential, human services led by and for BIPOC communities and therefore are not included in the list of potential funding options.^{227,228} The CPW strongly recommended the VSHSL Levy renewal as a fund source for a King County EDI. However, the adopted VSHSL Implementation Plan for 2024-2029 does not include seed funding to launch a King County EDI due to limited resources to maintain and expand existing services and programs, including investments in the human services workforce, supported by VSHSL.²²⁹

As discussed further in subsection IV.C, the BSK Capital Grants program is another fund source that aligns closely with the King County EDI Objectives and Strategies. The BSK Implementation Plan identifies equitable community-driven development as a goal for the BSK Capital Grants program.²³⁰ However, Motion 16062 specifically states, “Any new focus or framework principles adopted by this motion shall not apply to the Best Starts’ Capital Grants Program.” Based on this guidance from the Council, the CPW did not consider BSK as a potential fund source for seeding a King County EDI. Instead, in subsection IV.C, the CPW recommends how a King County EDI would inform and collaborate with the BSK Capital Grants program.

²²⁶ For this report, “near term” is defined as implementable within 1-3 years.

²²⁷ RCW 82.14.530. [\[LINK\]](#) King County’s portion of this tax is dedicated to the Health Through Housing initiative.

²²⁸ RCW 82.14.540. [\[LINK\]](#)

²²⁹ Veterans, Seniors, and Human Services Levy Implementation Plan: 2024-2029. [\[LINK\]](#)

²³⁰ Best Starts for Kids Implementation Plan: 2022-2027. [\[LINK\]](#)

Chart 4: Applicability of Existing DCHS Fund Sources for a King County EDI

Fund Source, estimated revenue, and authorizing legislation	Description	Current Uses Example Uses of Funds & Budget Year	Applicability for an EDI
<p>Short Term (ST) Lodging Tax (non-bonded)</p> <p><i>Estimated \$5M annually</i></p> <p>RCW 36.100.040 ²³¹</p>	<ul style="list-style-type: none"> • 2.8% countywide tax on short term rental units (e.g. Airbnb, Vrbo) • Required for permanent or long-term affordable housing programs serving households <80% AMI • Revenue can be used for pre-development, capacity building, capital, and similar work 	<ul style="list-style-type: none"> • \$2.7M Skyway Affordable Housing RFP in (2021-2022 budget) • \$105K EDI Implementation planning (2023) • \$725K HHCDD Staffing & Programs (2024) • \$3.8M Debt Service (2023-2024)²³² 	<ul style="list-style-type: none"> • Current uses allow funding of capacity building and pre-development work that equitable development projects need to be successful. • Language governing Short-term Lodging Tax restricts uses to “affordable housing programs” and does not allow non-housing uses.

²³¹ Washington State Legislature. RCW 36.100.040. [\[LINK\]](#)

²³² \$3.8 million in debt service is the amount paid in 2023-2024 as of April 26, 2024.

Fund Source, estimated revenue, and authorizing legislation	Description	Current Uses Example Uses of Funds & Budget Year	Applicability for an EDI
<p>Transit-Oriented Development (TOD) Funds</p> <p><i>Estimated \$20-40M annually allocated to housing, including \$17M used to fund debt service for exiting TOD Bond funded projects.</i></p> <p>RCW 67.28.180²³³ RCW 82.08²³⁴ King County Ordinance 18788, Major League Baseball Stadium Financing Agreement²³⁵ King County Bond Allocation Plan²³⁶</p>	<ul style="list-style-type: none"> • 2% countywide tax on hotel and motel lodging • At least 37.5% of Hotel/Motel Lodging Tax revenue is allocated to TOD • TOD funds can only be used for contracts, loans, or grants to nonprofit organizations or public housing authorities for affordable workforce housing (<80% AMI) within one half mile of a transit station. 	<ul style="list-style-type: none"> • \$187M TOD Affordable housing projects (2021 bond) • \$15.5M Reserve (2021 bond) • \$45M TOD for affordable housing projects (2023-2024 bond) 	<ul style="list-style-type: none"> • As directed by the 2023-2024 biennial budget, a portion of TOD funds should be provided through a process that “...encourage(s) proposals driven by or in partnership with community-based organizations that create access to affordable housing in areas facing displacement pressures.”²³⁷ • Current TOD requirements do not allow funding for predevelopment or non-housing capital projects.

²³³ Washington State Legislature. RCW 67.28.180. [\[LINK\]](#)

²³⁴ Washington State Legislature. RCW 82.08. [\[LINK\]](#)

²³⁵ King County Council (2018, July 30). 2018-0374. [\[LINK\]](#)

²³⁶ *Transit-Oriented Development Bond Allocation Plan*. (2016) [\[LINK\]](#)

²³⁷ Ordinance 19546. [\[LINK\]](#)

Fund Source, estimated revenue, and authorizing legislation	Description	Current Uses Example Uses of Funds & Budget Year	Applicability for an EDI
<p>Interim Loan Program</p> <p><i>Revolving loan fund of up to \$15M. Balance of \$6.9M.</i>²³⁸</p> <p>KCC 24.22²³⁹</p> <p>Ordinance 16693²⁴⁰</p>	<ul style="list-style-type: none"> • 3% simple interest loans to housing developers or housing authorities to acquire property for projects serving households <50% AMI • Loans help developers respond quickly to acquire sites when they are available and more affordable • Borrowers have five years to acquire permanent financing and repay the loan • Supported by Operating and Services Contracts funds²⁴¹ 	<p>Up to \$15M for acquisition of property for housing serving households at or <50% AMI. Awarded projects include:</p> <ul style="list-style-type: none"> • LifeWire Hope Starts Here (HSH) Apartments • Catholic Housing Services (CHS) The Oaks 	<ul style="list-style-type: none"> • Allows funding for strategic acquisition of property which is a key anti-displacement strategy. • Current criteria require a track record of three completed projects which may prevent smaller CBOs that are new to development from accessing the program.

²³⁸ 2022 Housing Awards Annual Memorandum. [\[LINK\]](#)

²³⁹ King County Code 24.22. [\[LINK\]](#)

²⁴⁰ King County Ordinance 16693. [\[LINK\]](#)

²⁴¹ Interim Loan sources include Homeless Housing and Services Program funds (derived from RCW 36.22.178 and 36.22.179), and Housing Services funds from King County's MIDD behavioral health sales tax fund, in the Housing Opportunity Fund (HOF). King County. Housing Finance Program. [\[LINK\]](#)

[Existing King County fund sources outside of DCHS](#)

No single existing King County fund source outside of DCHS can achieve the estimated need of at least \$100 million annually identified by the CPW. However, Performance, Strategy, and Budget (PSB) staff detailed King County budgeted revenues to the CPW. The CPW identified several fund sources outside of DCHS that align with the Equitable Development Revenue Principles that the CPW felt could be potential near term funding opportunities.²⁴² Chart 5 describes these non-DCHS King County fund sources:

Chart 5: Non-DCHS Potential Fund Sources Identified by the CPW

Fund Source	Description	Current Uses	Applicability for an EDI
General Fund	<ul style="list-style-type: none"> The General Fund supports the traditional functions of a county government, most of which are required by State law. The General Fund is a mix of property tax, sales tax, charges for services, state revenue, federal revenue, and other revenue sources. 	<ul style="list-style-type: none"> Roughly three-quarters of General Fund revenues support legal system and public safety services.²⁴³ Various human services programs, the County's Public Health Clinic system, and central administrative functions. 	<ul style="list-style-type: none"> General Fund property taxes and sales taxes are the County's most flexible fund source.
Hotel/ Motel Taxes for Tourism RCW 67.28.180 ²⁴⁴	<ul style="list-style-type: none"> 2% countywide tax on hotel and motel lodging. Up to 25% of the of Hotel/Motel Lodging Tax is dedicated to Tourism and can be used for "organizations promoting tourism in King County." 	<ul style="list-style-type: none"> In 2023 Tourism funds supported Abu Bakr Multi-Cultural Marketplace, a community-driven development project supporting immigrant owned businesses in Tukwila. 	<ul style="list-style-type: none"> Tourism eligible uses are broad enough to fund strategies that support economic empowerment of immigrant and refugee businesses facing displacement.

[CPW Recommended Actions](#)

Based on the revenue research, the CPW recommends King County pursue the following actions:

- prioritize identifying \$10 million in the short-term to launch the Start-Up** stage of the Initiative;

²⁴² For this report, "near term" is defined as implementable within 1-3 years.

²⁴³ King County. Understanding the County Budget. [\[LINK\]](#)

²⁴⁴ RCW 67.28.180. [\[LINK\]](#)

- **explore the General Fund as a potential funding option** because this funding needs to be divested from systems known to cause harm to BIPOC communities such as the criminal legal system and be reinvested to support a King County EDI;^{245, 246}
- **urge the Legislature to expand use and amount of the Short-term Lodging Tax** to include non-housing community and cultural uses such as community centers and the ground floor of affordable housing projects;
- **urge the Legislature to expand use and amount of Hotel Motel Lodging Tax TOD funds** to include community and cultural uses such as community centers, cultural spaces, and the ground floor of affordable housing projects;
- **prioritize Hotel/Motel Lodging Tax tourism funds** for a King County EDI to support community-driven equitable development projects promoting tourism through arts and cultural events, small business marketplaces, and economic development and commercial revitalization projects;
- **amend the King County Code governing the Interim Loan Fund** so the program can effectively support the acquisition needs of equitable development projects, including changes to the eligibility criteria to include CBOs that are new to development and the eligible use of funds to allow predevelopment and community and cultural uses in addition to affordable housing;
- **pursue new, flexible revenue authority from the Legislature**, such as an increase to the local estate tax or a capital gains tax, to create a dedicated and flexible fund source to fund a King County EDI;
- **include a King County EDI in applicable new voter-approved property tax levies or levy renewals** as levies could be a significant source of funding for a King County EDI. For example, motion 2023-0315 requests the Executive to explore the feasibility of a Climate Levy.²⁴⁷ The CPW recommends that any future Climate Levy include funding for a King County EDI to address housing security and displacement as identified in Focus Area 6 in the County’s Strategic Climate Action Plan section SRFC 6.1.2, which states “Address housing insecurities that are exacerbated by climate change by expanding access to affordable housing resources, homeownership strategies, eviction prevention, equitable development, utility assistance programs, and climate-related home improvements.”²⁴⁸ The CPW also recommends exploring if projects and actions related to a King County EDI can be included in the upcoming 2026-2031 King County Parks Levy; and
- **explore a departmental cost sharing model as a method of funding the administrative costs of a King County EDI.** Departments whose activities may cause displacement or increase displacement pressure would make financial contributions to a King County EDI much like a tax between departments. Activities that may cause displacement or increase displacement pressure could include County capital projects that physically displace homes or businesses as well as investments such as rapid transit, parks, and green space that may impact the market value of land, housing, and

²⁴⁵ Nembhard, S. & Robin, L. (2021, August). *Racial and Ethnic Disparities throughout the Criminal Legal System*. Urban Institute. [\[LINK\]](#)

²⁴⁶ Per requirements of the General Fund, this is not a feasible option without state action to loosen restrictions on funding for criminal justice system departments, which takes up 70% of the General Fund and is mandated. King County (2023). *Understanding the County Budget*. [\[LINK\]](#)

²⁴⁷ King County Motion 2023-0315. [\[LINK\]](#)

²⁴⁸ King County (2021, May). *2020 Strategic Climate Action Plan*, pg. 226-230. [\[LINK\]](#)

rents in the surrounding areas.^{249,250} At the time of this report, a cost sharing model between departments with high carbon footprints supports the administrative costs of the County’s Climate Action work.²⁵¹

Subsection IV.M details the Executive’s recommended next steps to implement a King County Equitable Development Initiative. This subsection includes the Executive’s response to the CPW’s funding recommendations and analysis of the near-term feasibility of funding resources identified by the CPW.²⁵²

I. Strategies to Coordinate Across County Agencies and Programs to Advance Initiative Objectives

As directed by Ordinance 19712, Section 77, Proviso P1, and Motion 16062, this subsection details the CPW’s recommended strategies to coordinate across County agencies and programs to advance King County EDI objectives.²⁵³ In the Phase 1 Implementation Plan, the CPW recommended that a King County EDI focus on establishing cohesion and meaningful collaboration across County departments.²⁵⁴

The CPW recommends:

- The Executive branch should increase coordination between County programs aligned with equitable development and the King County EDI framework and priorities;
- County department leaders should participate in coordination efforts and provide strategic guidance regarding the King County EDI to the Executive Office through a future interdepartmental team; and
- an EDI Advisory Board of community members representative of priority communities should advise on EDI interdepartmental coordination.^{255,256}

County Programs Aligned with a King County EDI

The CPW recommends that the County programs outlined in Chart 6 be prioritized for coordination with a King County EDI because they build the capacity of CBOs, support community vision, focus on increasing equity, or provide capital funding.

²⁴⁹ Anguelovski, I., Connolly, J.T., Cole, H., et al (2022, July 2). *Green gentrification in European and North American cities*. Nature Communications 13: 3816. [\[LINK\]](#)

²⁵⁰ Delmelle, E. (2021, August 20). *Transit-induced gentrification and displacement: The state of the debate*. Advances in Transport Policy and Planning: Volume 8, pg. 173-190. [\[LINK\]](#)

²⁵¹ *2020 Strategic Climate Action Plan*, pg. 298. [\[LINK\]](#)

²⁵² For this report, “near term” is defined as implementable within 1-3 years.

²⁵³ King County Motion 16062. [\[LINK\]](#)

²⁵⁴ *King County Equitable Development Initiative Implementation Plan Phase 1*, pg. 32-34. (2023) [\[LINK\]](#)

²⁵⁵ The term “EDI Advisory Board” is used throughout the report when a recommendation applies to both the Interim EDI Advisory Board and Permanent EDI Advisory Board. The type of board will depend on which stage of implementation. As described in Chart 1 in subsection IV.A, the CPW recommends an Interim EDI Advisory Board during the Alignment Stage and a Permanent EDI Advisory Board during the Start-Up Stage. The CPW’s recommended roles, duties, and selection process for the both the Interim EDI Advisory Board and Permanent EDI Advisory Board are detailed in subsection IV.L.

²⁵⁶ See Glossary (Appendix A) for the definition of “priority communities.”

In addition, the CPW also recommends that a King County EDI collaborate with OERSJ to learn from OERSJ's 2023 Racism is a Public Health Crisis/Gathering Collaborative Grant that offered one-time capital funding for physical infrastructure projects led by and for Black and Indigenous communities.²⁵⁷

²⁵⁷ The Racism is a Public Health Crisis/Gathering Collaborative Grant offered one-time capital funding for physical infrastructure. King County. The Gathering Collaborative. [\[LINK\]](#)

Chart 6: County Programs Aligned with Equitable Development

Agency	General Technical Assistance / Capacity Building	Capacity Building for capital projects	Predevelopment Funding	Ongoing Capital Programs	Economic Development Programs
4Culture ^{258,259}		Building for Equity: Project Development and Capacity Building	Building for Equity: Project Development and Capacity Building	Building for Equity: Cultural Facilities	
DCHS	DCHS Grant Application and Capacity Building Program BSK technical assistance VSHSL capacity building	BSK Capital Planning	BSK Capital Planning	Housing Finance Program BSK Capital Program PSTAA/Early Learning Program CDBG Community Development program Interim Loan Fund	PSTAA/Early Learning Program CDBG Community Development program
DLS	Participatory Budgeting: Operating awards			Participatory Budgeting: Capital awards	

²⁵⁸ 4Culture is not a County department. It is a tax-exempt public development authority (PDA), with a 15-member board of directors, who are nominated by the King County Executive and confirmed by the King County Council. A Public Development Authority is a public entity created by cities or counties to accomplish public purpose activities without assuming them into the regular functions of County government. Wikipedia. 4Culture. [\[LINK\]](#)

²⁵⁹ In 2025, 4Culture is planning to launch new programs that will align with equitable development including new technical assistance programs for new and emerging organizations, technical workshops and one-on-one consultation for the Building for Equity program, and a new Native Cultural Facilities program.

Agency	General Technical Assistance / Capacity Building	Capacity Building for capital projects	Predevelopment Funding	Ongoing Capital Programs	Economic Development Programs
DNRP		Healthy Community and Parks Fund	Healthy Community and Parks Fund	Healthy Community and Parks Fund Conservation Futures Initiative	Local Food Initiative
Executive Office	OERSJ: Capacity building for organizations receiving Federal COVID dollars				Office of Economic Opportunity & Creative Economy
PHSKC	Communities of Opportunity (COO) Learning Community	COO Place Based and Cultural Community Partnerships COO Learning Community	COO Place Based and Cultural Community Partnerships COO Policy & Systems Change		COO Commercial Affordability Pilot

[Increase Coordination between County Programs and a King County EDI](#)

Existing King County programs and funding opportunities that fund capacity building and capital projects often operate within distinct departments and with respective implementation plans. The CPW recommends a coordinated approach between County programs aligned with equitable development and a King County EDI, so County programs can efficiently and effectively work to support the completion of equitable development capital projects. The CPW believes that King County could more deeply invest in equitable development projects and better support CBOs if capacity building and capital programs across all departments were aligned with the King County EDI framework and were in regular communication about their funding opportunities and portfolios. To implement increased coordination, the CPW recommends that the Executive Office should assess County capital programs for alignment with the King County EDI framework and implement necessary changes to further align programs with the King County EDI framework through a future interdepartmental team and in collaboration with the EDI Advisory Board, as detailed below.²⁶⁰

[County Department Leaders to Provide Strategic Advice through a Future Interdepartmental Team](#)

The CPW calls for the Executive Office to lead a future interdepartmental team comprised of department leaders who have advised on the development of this Implementation Plan or whose work aligns with equitable development, such as DCHS, DLS, DNRP, Executive Climate Office, FMD, Metro, OERSJ, PHSKC, and PSB.²⁶¹ The CPW envisions the future interdepartmental team to have the following functions:

- coordinate County departments to implement the EDI framework and EDI priorities across different capital programs and increase collaboration to support equitable development projects and communities most impacted by displacement;
- advise on strategic policy direction related to equitable development and anti-displacement;
- discuss funding portfolios to identify ways to improve support for equitable development projects led by priority communities and explore opportunities to braid funding across different County programs to advance those projects; and
- explore potential revenue strategies including opportunities within each department’s budget to support a King County EDI.²⁶²

[EDI Advisory Board to Consult on King County EDI Interdepartmental Coordination](#)

The CPW calls for the future interdepartmental team to work in close consultation with the EDI Advisory Board so that community leaders are guiding and informing strategic decisions about the County’s internal coordination intended to benefit priority communities and enable priority communities to better access County funding and supports.²⁶³ Promoting community power in decision-making is central to the success of a King County EDI, as outlined in the King County EDI Framework detailed in the

²⁶⁰ See subsection IV.A for additional recommendations regarding the role of the Executive Office in providing direction and support to departments in adopting the King County EDI framework.

²⁶¹ See subsection IV.A for more information about the role of a future interdepartmental team.

²⁶² An explanation of the CPW’s recommendation to explore cost-sharing across departments is included in Chart 5 in subsection IV.H.

²⁶³ King County (2023, January 5). *King County Equitable Development Initiative Implementation Plan Phase 1*.

[\[LINK\]](#)

Phase 1 report.²⁶⁴ Close coordination between County departments and the EDI Advisory Board would better ensure that implementation of the EDI framework and EDI priorities successfully advance equitable development projects and support communities most impacted by displacement.

J. Process for Community Outreach and Collaboration with Community-Based Organizations and Other Jurisdictions, with a Particular Focus on Communities Experiencing or at Risk of Displacement

As directed by Ordinance 19712, Section 77, Proviso P1, and Motion 16062, this subsection details the CPW's recommendations for community outreach and collaboration with community-based organizations and other jurisdictions, with a particular focus on communities experiencing or at risk of displacement.²⁶⁵ In this section, the CPW urges the County to engage community at all stages of a King County EDI implementation including monitoring and evaluating the Initiative's progress because effective solutions to displacement must come from communities most impacted by displacement.²⁶⁶ This section focuses on recommended outreach processes to connect with communities experiencing or at risk of displacement. See subsection IV.G for the CPW's recommendations for potential partnerships with CBOs and other jurisdictions, and subsection IV.L for the CPW's recommended roles and duties of an EDI Advisory Board.²⁶⁷

Outreach Strategies

The CPW endorses the following outreach strategies for a King County EDI to build relationships with and collaborate with priority communities experiencing or at risk of displacement, as well as CBOs and other jurisdictions:²⁶⁸

- **work with EDI Advisory Board to connect to CBOs led by and for priority communities** to share information about engagement and funding opportunities created by a King County EDI;
- **develop a King County EDI webpage with centralized information** about the Initiative available in English and the top 10 languages spoken in priority communities, as well as public links to a community engagement form so anyone can join the email list or express interest in various engagement opportunities;
- **create a King County EDI email list** for email announcements to communicate King County EDI updates and funding opportunities;
- **connect with existing King County community advisory boards and commissions focused on equity**, such as the Climate Equity Taskforce, Open Space Equity cabinet, and the Mobility Equity Cabinet, to learn about other community priorities, communicate about King County EDI progress, and share opportunities for involvement; and

²⁶⁴ King County (2023, January 5). *King County Equitable Development Initiative Implementation Plan Phase 1*. [\[LINK\]](#)

²⁶⁵ King County Motion 16062. [\[LINK\]](#)

²⁶⁶ King County (2023, January 5). *King County Equitable Development Initiative Implementation Plan Phase 1*. [\[LINK\]](#)

²⁶⁷ The term "EDI Advisory Board" is used throughout the report when a recommendation applies to both the Interim EDI Advisory Board and Permanent EDI Advisory Board. The type of board will depend on which stage of implementation. As described in Chart 1 in subsection IV.A, the CPW recommends an Interim EDI Advisory Board during the Alignment Stage and a Permanent EDI Advisory Board during the Start-Up Stage.

²⁶⁸ See Glossary (Appendix A) for the definition of "priority communities."

- **convene equitable development practitioners and partners** through equitable development summits or conferences that bring together community leaders, local governments, think tanks, developers, and other nonprofit and private sector entities to discuss big ideas, tackle strategic issues, exchange best practices, share lessons learned, align funding strategies, and foster collaboration; (the CPW recommends that the County partner with community partners and jurisdictions, including the EDI Advisory Board, on strategy and planning for these events and providing language access resources like simultaneous translation and interpretation).

K. Recommendations for how the Process will use the “Community Directs Action” Level of Engagement

As directed by Ordinance 19712, Section 77, Proviso P1, and Motion 16062, this subsection details the CPW’s recommendations for how the King County EDI process would use the community directs action level of engagement as outlined in the Office of Equity, Racial and Social Justice’s (OERSJ) community engagement guide.²⁶⁹ Community directs action is one of the five levels of King County’s Community Engagement Continuum:

1. *County Informs*: King County initiates an effort, coordinates with departments, and uses a variety of channels to inform community to take action.
2. *County Consults*: King County gathers information from the community to inform county-led interventions.
3. *County Engages in Dialogue*: King County engages community members to shape county priorities and plans.
4. *County and Community Work Together*: Community and King County share in decision-making to cocreate solutions together.
5. *Community Directs Action*: Community initiates and directs strategy and action with participation and technical assistance from King County

The community directs action community engagement level requires a two-way channel of communication and multiple interactions over the medium to long term. The goal of this level of community engagement is to advance solutions to complex problems with a variety of strategies, such as community-led planning efforts and collaborative partnerships that drive policy decisions and programs to meet community needs, and ensure those policies and programs are implemented effectively. The CPW endorses using community directs action level of engagement to ensure that a King County EDI is accountable to priority communities and supports the leadership of community in planning and implementation of equitable development investments.²⁷⁰

In the King County Equitable Development Phase 1 Implementation Plan, the CPW identified several values that would guide how a King County EDI is implemented, including the need to honor, support, and invest in the self-determination and leadership of priority communities.²⁷¹ Additionally in Phase 1, the CPW defined equitable development strategies and specified public and private investments, policies, and programs that support and expand the leadership of historically and currently underserved and underrepresented communities in planning and decision making regarding the future of the

²⁶⁹ King County Office of Equity, Racial and Social Justice (2011, May). *Community Engagement Guide*. [\[LINK\]](#)

²⁷⁰ See Glossary (Appendix A) for the definition of “priority communities.”

²⁷¹ King County (2023, January 5). *King County Equitable Development Initiative Implementation Plan Phase 1*, pg. 39. [\[LINK\]](#)

neighborhoods and communities in which they live, work, and play.²⁷² The CPW urges the County to implement the following components to ensure community directs action is embedded in a King County EDI throughout all stages of implementation:

- EDI Advisory Board should provide recommendations on implementation and maintenance of a King County EDI, and grantmaking committees should provide funding award recommendations;²⁷³
- King County EDI should provide education and capacity building for community members; and
- King County should resource all engagement and community leadership activities.

[EDI Advisory Board and Grantmaking Committee Scopes](#)

CPW calls for the EDI Advisory Board to provide recommendations to the County on the implementation and maintenance of a King County EDI. Specific guidance on the CPW's recommended roles and responsibilities of the EDI Advisory Board are detailed in subsection IV.L. Additional grantmaking committees comprised of community members representing priority communities, representatives of community-based organizations, and subject matter experts would support tasks such as reviewing RFP applications and recommending funding awards.

[Education and Capacity Building for Community Members](#)

The CPW recommends that the Initiative provide education and capacity building opportunities for community members that are culturally relevant, consistent, and accessible so that impacted communities are aware of a King County EDI's programs and activities, can effectively provide input and feedback, and can participate in advisory roles for community members. The CPW believes that education and capacity building strategies must be co-designed and co-led by the EDI Advisory Board and community partners.

Specific examples of engagement activities include:

- educational events such as workshops, presentations, and guest speakers to share about a King County EDI and learning opportunities about displacement and community-driven development.
- strategies to get input from priority communities on the programs and activities of a King County EDI such as surveys, workshops, and participatory research, in languages accessible to the intended audience.
- communications materials to share information about funding opportunities and funding awards, including amounts and information about recipient organizations and projects.
- additional engagement opportunities tailored for young people (ages 15-24) to create leadership pathways for youth. For example, the Climate Equity Community Task Force developed a Climate

²⁷² King County (2023, January 5). *King County Equitable Development Initiative Implementation Plan Phase 1*, pg. 22. [\[LINK\]](#)

²⁷³ The term "EDI Advisory Board" is used throughout the report when a recommendation applies to both the Interim EDI Advisory Board and Permanent EDI Advisory Board. The type of board will depend on which stage of implementation. As described in Chart 1 in subsection IV.A, the CPW recommends an Interim EDI Advisory Board during the Alignment Stage and a Permanent EDI Advisory Board during the Start-Up Stage. The CPW's recommended roles, duties, and selection process for the both the Interim EDI Advisory Board and Permanent EDI Advisory Board are detailed in subsection IV.L.

Justice learning series that provides education on specific topic areas as well as training on legislative process and policy development for young people.²⁷⁴

County Resources for Engagement and Community Leadership Activities

The CPW urges the County to resource all engagement and community leadership activities to honor the expertise and lived experience of impacted communities. This includes compensation for participating in the following activities when possible:²⁷⁵

- EDI Advisory Board;
- grantmaking committees and workgroups;
- planning and facilitation of community engagement and education events; and
- focus groups, surveys, participatory research, and professional development events.

L. Recommendations for the Duties and Responsibilities of a Permanent Advisory Board to Implement the Initiative

As directed by Ordinance 19712, Section 77, Proviso P1, and Motion 16062, this subsection details the CPW's recommended duties and responsibilities of a Permanent EDI Advisory Board as well as an Interim EDI Advisory Board to implement the King County EDI.²⁷⁶ The CPW calls for three overarching duties and responsibilities for an EDI Advisory Board to implement and maintain a King County EDI, including:²⁷⁷

- advising on the implementation of a King County EDI;
- co-developing King County EDI strategy and program priorities; and
- promoting accountability to priority communities and the King County EDI framework.²⁷⁸

Advising on the Implementation of a King County EDI

The CPW calls for the EDI Advisory Board to advise on the implementation of a King County EDI, which would include providing recommendations on policy direction, developing annual revenue and budget recommendations to grow the Initiative in alignment with the CPW revenue principles, informing the EDI Advisory Board member selection process as board vacancies occur, and participating in educational opportunities to share equitable development principles, practices and learnings with other County programs and community partners.²⁷⁹

²⁷⁴ King County. Climate Equity Community Task Force. [\[LINK\]](#)

²⁷⁵ The CPW's recommendations for compensation for the EDI Advisory Board are detailed in subsection IV.L.

²⁷⁶ King County Motion 16062. [\[LINK\]](#)

²⁷⁷ The term "EDI Advisory Board" is used throughout the report when a recommendation applies to both the Interim EDI Advisory Board and Permanent EDI Advisory Board. The type of board will depend on which stage of implementation. As described in Chart 1 in subsection IV.A, the CPW recommends an Interim EDI Advisory Board during the Alignment Stage and a Permanent EDI Advisory Board during the Start-Up Stage..

²⁷⁸ See Glossary (Appendix A) for the definition of "priority communities."

²⁷⁹ The revenue principles were modeled after the Affordable Housing Committee Revenue Principles developed in 2020. King County Affordable Housing Committee. Shared Principles to Guide Future Affordable Housing Revenue Decisions in King County. [\[LINK\]](#)

[Co-developing King County EDI Strategy and Program Priorities](#)

The CPW calls for the EDI Advisory Board to co-develop a King County EDI’s annual workplan with the County. The workplan should be in alignment with the recommendations in the Phase 1 and Phase 2 Implementation Plans.²⁸⁰ Additionally, the CPW recommends that the EDI Advisory Board co-develop any King County EDI RFP priorities and grantmaking strategy, in alignment with King County EDI objectives and strategies. This could include, so long as no conflicts of interest exist, co-developing RFP documents and participating in grantmaking committees.²⁸¹

[Promoting Accountability to Priority Communities and Initiative Framework](#)

The CPW calls for an EDI Advisory Board to promote accountability to priority communities and the King County EDI framework by elevating the voices and needs of communities that have historically been marginalized within the County’s political process. The CPW believes that an EDI Advisory Board should promote accountability by monitoring the impacts of a King County EDI, reviewing metrics for evaluation, and recommending improvements to the County, including recommendations on data and research to prioritize and prioritization of the Initiative’s work in unincorporated areas.²⁸² The CPW recommends that the EDI Advisory Board co-develop annual updates to the King County Council and the community at large on the expenditures and accomplishments of the Initiative.

The CPW recommends the following selection process, terms of service, and compensation and administrative support for an EDI Advisory Board.

[Permanent Advisory Board Selection Process](#)

As detailed in subsection IV.A, the CPW recommends establishing the Permanent EDI Advisory Board during the Start-Up Stage of implementation when the Initiative has at least \$10 million in annual revenue. In the Start-Up stage, the Executive Office would work with the Interim EDI Advisory Board and DCHS to develop and transmit an ordinance to the Council to establish the Permanent EDI Advisory Board. The CPW calls for King County to honor and promote community power in planning and decision making through the below selection process to ensure that the Permanent EDI Advisory Board, as individuals and as a group, has the expertise to make strategic recommendations for a King County EDI:

- **Step 1:** Applications should be open to the public and advertised to priority communities.²⁸³
- **Step 2:** Existing EDI Advisory Board members would review and screen applications to ensure they meet or exceed the criteria for selection. Of the applicants that are screened in, the EDI Advisory Board would identify a pool of priority applicants they highly recommend to the Executive and the Council as well as any concerns they ask the Executive and the Council to consider.

²⁸⁰ King County (2023, January 5). *King County Equitable Development Initiative Implementation Plan Phase 1*, pg. 26-28. [\[LINK\]](#)

²⁸¹ Eligibility to participate in grantmaking committees is contingent upon not having a conflict of interest. King County Department of Executive Services. Code of Ethics. [\[LINK\]](#)

²⁸² See subsection IV.B: Recommendations to the Executive and the Council Regarding How to Prioritize the Initiative’s Work in Unincorporated Areas.

²⁸³ King County (2023, January 5). *King County Equitable Development Initiative Implementation Plan Phase 1*, pg. 21-22. [\[LINK\]](#)

- For the selection of the inaugural Permanent EDI Advisory Board, the CPW recommends that the Interim EDI Advisory Board participate in the selection process during Step 2.
- Any member of the Interim or Permanent EDI Advisory Board that is applying to serve on the Permanent EDI Advisory Board, or to extend their service for another term, must recuse themselves from participating in the review process.
- **Step 3:** The Executive and the Council would select board members from the list of applicants that meet or exceed the criteria for selection and give careful review and consideration to the priority applicants recommended by the EDI Advisory Board as well as any concerns identified. As directed by Motion 16062 and Ordinance 19712, Section 77, Proviso P1, there would be 13 total EDI Advisory Board seats, with the County Executive selecting four representatives and each Councilmember selecting one representative, and appointments should emphasize Black, Indigenous and people of color and those most impacted by displacement pressures.^{284,285}

In the Start-Up stage, the Executive Office would work with the Interim EDI Advisory Board and DCHS to develop and transmit an ordinance to the Council to establish the Permanent EDI Advisory Board. For the selection of the inaugural Permanent EDI Advisory Board, the CPW recommends that the Interim EDI Advisory Board participate in the selection process during Step 2.

Interim Advisory Board

The CPW recommends that an Interim EDI Advisory Board advise the implementation of a King County EDI until the Initiative reaches the Start-Up Stage of implementation and can transition to a Permanent EDI Advisory Board. The CPW recommends that the County prioritize seats on the Interim Advisory Board for current CPW members to ensure continuity between the planning and implementation processes. In particular, the CPW feels that an Interim EDI Advisory Board structure that is primarily comprised of CPW members will be the most efficient way to structure an advisory body during the implementation of the \$1 million in Short-term Lodging Tax revenue appropriated for a King County EDI. Using the criteria for selection detailed below, DCHS would select the Interim Advisory Board, comprised of 11 seats, with six of the 11 seats prioritized for CPW members, and three of the 11 seats prioritized for members who serve or live in unincorporated areas. Any remaining seats would be prioritized for communities, geographies, and subject matter experts that were not well represented on the CPW during the implementation planning process.

DCHS would provide Councilmembers with an opportunity to share application materials with constituents who may be appropriate to serve on the Interim Advisory Board. DCHS would also provide notification to the Council after the full Interim Advisory Board has been identified.

The CPW calls for the role of the Interim Advisory Board to include:

- providing guidance to King County staff on implementation actions such as RFP development, program design, interdepartmental coordination, and recruitment of grantmaking committee members;
- making recommendations to the County on legislation related to EDI Advisory Board requirements; and

²⁸⁴ Motion 16062. [\[LINK\]](#)

²⁸⁵ Ordinance 19712. [\[LINK\]](#)

- participating in grantmaking committees as well as the selection process for the first EDI Advisory Board members, as outlined above.

Criteria for Selection

The CPW calls for the selection of the Interim EDI Advisory Board and the appointment of each Permanent EDI Advisory Board position to meet the following individual criteria. The full EDI Advisory Board should also meet the group criteria listed below to ensure diverse representation and sufficient expertise within the group.

Individual Criteria

The CPW recommends each EDI Advisory Board member demonstrate they meet the following criteria.²⁸⁶

- commitment to the guiding values and vision of the Initiative as outlined in the Phase 1 report, as well as a commitment to evaluate and make potential decisions through an equity and social justice lens;²⁸⁷
- understanding and commitment to equitable development, anti-displacement, and equity in housing, land use, and capital projects. This understanding could include lived experience with involuntary displacement from or within King County and lived experience with being targeted by racially discriminatory policies and practices;
- identifying as a member of one or more priority communities, as defined in Phase 1, or cultural communities in King County that have experienced significant displacement and histories of discriminatory policies and practices. Priority should be given to those who demonstrate connection to a community-based organization led by and for one or more priority communities;
- experience organizing and collaborating within and among BIPOC communities, particularly those that have experienced specific historical discrimination within King County;
- knowledge of or experience with community-driven development and commitment to the principles of community stewardship of land.^{288,289} Advisory Board members who represent unincorporated areas must either live in unincorporated King County or work for an organization that serves priority communities in unincorporated areas at the time of application; and
- capacity to fulfill the roles and responsibilities of being an EDI Advisory Board member, including the time and scheduling commitment and compliance with standard contracting and procurement rules and best practices.²⁹⁰

King County EDI Group Criteria

The CPW believes that the EDI Advisory Board should include a range of members who, as a group, represent a range of demographic and geographic priorities for the King County EDI Initiative and bring a

²⁸⁶ This criteria was modeled on Seattle EDI’s criteria. Seattle City Council (2022, April 15). CB 119887. [\[LINK\]](#)

²⁸⁷ Phase 1 highlights the vision of the Initiative for an inclusive and equitable King County with resilient, thriving, and welcoming communities. The guiding values are 1) Acknowledge and repair harmful impacts of structural racism, discrimination, and inequities in community investment. 2) Honor, support, and invest in the self-determination and leadership of impacted communities. 3) Prevent harm from existing and future policies and practices.

²⁸⁸ See Glossary (Appendix A) for the definition of “community stewardship of land.”

²⁸⁹ Community Stewardship of Land. What is Community Stewardship of Land? [\[LINK\]](#)

²⁹⁰ For example, CBOs with real or perceived conflicts-of-interest may be precluded from participating in RFP development or making funding award recommendations.

range of subject-matter expertise. The CPW recommends that as a group the EDI Advisory board meet the following group criteria:

- Consists of members who represent or identify with the priority communities for the Initiative;
- Includes representation from a range of geographies throughout the County, including rural areas and unincorporated King County areas that are at higher risk for displacement or are experiencing disproportionately high rates of displacement indicators;²⁹¹
- 30 percent of the EDI Advisory Board are comprised of representatives from unincorporated areas of King County that are at higher risk for displacement or experiencing disproportionately high rates of displacement indicators, such as Skyway-West Hill, North Highline, and parts of East Federal Way.^{292,293} The CPW calls for the County Executive and the Council to conduct intentional outreach efforts to recruit applicants to the Interim and Permanent EDI Advisory Board from unincorporated areas. Should recruitment efforts not yield high-quality applicants who serve or live in unincorporated areas, the CPW recommends that the positions prioritized for unincorporated areas be filled with high-quality applicants from other areas until the County can recruit enough applicants from unincorporated areas to achieve this ideal composition; and
- Represents broad perspectives on equitable development and includes members who have subject matter experience with topics including arts and culture, food sovereignty, affordable housing, social services, economic and community development, workforce development, and environmental and climate justice.

Terms of Service:

The CPW recommends the length of terms of service allow EDI Advisory Board members sufficient time to learn and lead while also encouraging diverse and new perspectives on the EDI Advisory Board. Staggered expiration dates of terms of service would promote the maintenance of historical knowledge and minimize the administrative burden of refilling seats. The CPW recommends that EDI Advisory Board terms typically be three years. To encourage staggering of term expirations, for the inaugural board member seats, the CPW suggests two of the Executive Office-appointed EDI Advisory Board seats be two-year terms initially. Four Council-appointed seats would be for two years initially and five Council-appointed seats would have three-year initial terms. Board members filling a seat for unincorporated areas but who do not serve or live in unincorporated areas could only serve a one-year term.

The CPW recommends that EDI Advisory Board members serve no more than two consecutive terms to open leadership opportunities for a wider range of community members and encourage new perspectives on the Board.²⁹⁴ The EDI Advisory Board (or an Interim Advisory Board as applicable) should create a code of conduct, including criteria and process for EDI Advisory Board member removal.

²⁹¹ See subsection IV.E: Data of Current and Predicted Future Displacement Risk.

²⁹² Puget Sound Regional Council. Displacement Risk Mapping. [\[LINK\]](#)

²⁹³ See subsection IV.B: Recommendations to the Executive and the Council Regarding how to Prioritize the Initiative's Work in Unincorporated Area Communities.

²⁹⁴ For the purposes of calculating consecutive terms, serving at least 18 months of a two-year term counts as serving one term.

Compensation and Administrative Support for the EDI Advisory Board

The CPW recommends that both the Interim and Permanent EDI Advisory Boards be compensated for participating in and preparing for Board activities. The compensation strategy should aim to reduce barriers for participation for low-income communities and value the time, experience, and knowledge provided to the County by Board member participation. The CPW recommends that both the Interim and Permanent EDI Advisory Boards receive a similar level of compensation as the CPW that is consistent with practices for other community advisory processes in which community leaders are contributing significant time and expertise to County initiatives.²⁹⁵

When a Permanent EDI Advisory Board is needed, consistent with the implementation stages described in subsection IV.A, the Executive would include compensation specifics for a Permanent EDI Advisory Board in any legislation to create a Permanent EDI Advisory Board.²⁹⁶

The CPW has identified that an EDI Advisory Board would also require dedicated DCHS staff support, such as facilitation for the EDI Advisory Board meetings, management of relationships with EDI Advisory Board members, tracking EDI Advisory Board member time worked on Initiative activities, and ensuring pay period invoicing and payment processing is timely and accurate. Additionally, the CPW emphasizes that County leadership commitment to the EDI is essential to ensure that the EDI Advisory Board has resources and support to carry out its assigned duties.

M. Executive Recommended Next Steps to Implement a King County Equitable Development Initiative

As directed by Ordinance 19712, Section 77, Proviso P1, and Motion 16062, this subsection details:

- Executive recommended next steps to implement a King County EDI, including the County Executive’s analysis and response to the CPW’s recommendations;
- the Executive’s recommended implementation plan for the \$1 million appropriation for King County EDI;
- a timeline for implementation of a King County EDI; and
- potential legislation necessary to implement a King County EDI.

Executive’s Response to the CPW’s Recommendations

The Executive supports the CPW’s goal of investing in community-driven and community-owned capital projects to address the impacts of displacement on priority communities in King County.²⁹⁷ Given that the County’s constrained General Fund cannot be used as a funding source for this work, an ongoing funding stream is needed. At the time of the writing of this report, the Executive has not yet identified a

²⁹⁵ The rate of compensation for CPW members was determined through a comparison of other similar community engagement processes including the Climate Equity Community Task Force, the Community Facilitators team that supported the development of the Skyway-West Hill and North Highline Anti-Displacement Strategies Report and workshop series, and the Skyway-West Hill \$5 Million for Affordable Housing RFP Community Advisory Committee.

²⁹⁶ King County Code 2.28.006. [\[LINK\]](#)

²⁹⁷ See Glossary (Appendix A) for definition of “priority communities.”

viable funding option to sustain a King County EDI and achieve the significant change and scale of resources the CPW envisions.²⁹⁸

Executive Analysis of Near-Term Feasibility of CPW Funding Recommendations

As described below, unless there is an available and sustainable funding source, the Executive will be unable to fulfill the CPW’s recommended funding actions.

CPW Recommendation: Prioritize Identifying \$10 million to launch the Start-Up Stage of Implementation

The Executive has not identified a fund source that is undesignated or could be rededicated and would generate \$10 million per year in the near term.²⁹⁹ State action, either by expanding and amending existing revenue sources or creating new revenue sources, is necessary to generate \$10 million for a King County EDI.

CPW Recommendation: Revisit the General Fund as a potential funding option

General Fund property and sales taxes are the County’s most flexible fund sources. Unfortunately, the one-percent cap on property tax growth limits the amount of revenue the County can collect and, therefore, spend on discretionary services.³⁰⁰ Most General Fund dollars are spent on services the County is required to provide under state law. After a series of General Fund reductions made in the 2024 mid-biennial budget, the current forecast as of the writing of this report puts the General Fund out of balance by approximately \$35M. This shortfall significantly limits the County’s ability to spend General Fund resources on new programs.^{301, 302} Because of state mandates on County General Fund use, restrictions on revenues, and growing costs, the County will need to cut General Fund support in 2025 for programs that are not mandated. This includes funding for public health clinics and other human services programs.³⁰³ Therefore, General Fund resources cannot be diverted to the King County EDI in the current fiscal climate without new revenue to the General Fund or further reductions of General Fund.

CPW Recommendation: Expand use and authority of the Short-term Lodging Tax

The most flexible existing DCHS fund source, and therefore the DCHS fund source best suited for a King County EDI, is the Short-term Lodging Tax non-bonded revenue. Language governing Short-term Lodging Tax restricts the use of funds to “affordable housing programs” and does not allow non-housing uses of the revenue.³⁰⁴ State law would need to be amended to change the allowable uses of Short-term Lodging Tax funding to include non-housing uses in EDI projects, such as community gathering space or

²⁹⁸ Gutman, D. (2023, December 6). King County Council forecasts dire cuts to come as it trims budget. The Seattle Times. [\[LINK\]](#)

²⁹⁹ The research DCHS presented to the CPW on potential fund sources is detailed in subsection IV.H

³⁰⁰ Washington State Legislature. RCW 84.55.010 [\[LINK\]](#)

³⁰¹ The General Fund is projected to be out of balance by \$80 to 100 million for 2025-2026. Correcting the structural deficit will require lifting the one percent cap on property tax revenue. King County. *2023-2024 Executive Proposed Budget: Executive Summary*, pg.1. [\[LINK\]](#)

³⁰² King 5 (2023, April 27). *King County faces \$100 million revenue shortfall, blames limit on property tax collections.* [\[LINK\]](#)

³⁰³ Kiro 7: \$50M budget shortfall could close public health clinics, other services in King County [\[LINK\]](#)

³⁰⁴ Washington State Legislature. RCW 36.100.040. [\[LINK\]](#)

space for community services. Short-term Lodging Tax revenue can be used for operating or capital uses, so it is also the most flexible fund source to solve other housing-related budget needs. For example, due to General Fund structural shortfall, Ordinance 19712 shifted affordable housing planning and policy activities from General Fund to Short-term Lodging Taxes.³⁰⁵ With continued budget cuts likely necessary due to the General Fund constraints in future years, the Executive intends to prioritize Short-term Lodging Tax revenue for sustaining existing County funding commitments. These commitments include affordable housing planning and policy activities to continue this crucial work to create a conducive environment for the creation and preservation of affordable housing.³⁰⁶ Any use or reappropriation of County funds would be determined by the Executive and the Council through the County's budget process.

CPW Recommendation: Expand use and authority of Hotel Motel Lodging Tax (TOD and Tourism Funds)

Of the Hotel Motel Lodging Tax revenue, at least 37.5 percent is required by State statute to be used for affordable workforce housing within one-half mile of a transit station (this is referred to as Transit-Oriented Development or TOD) or for housing, facilities, or services for homeless youth.³⁰⁷ At the time of this report, TOD funds are not a feasible near term funding option for the diverse capital uses a King County EDI is intended to support.

State law only allows TOD revenue to fund affordable workforce housing projects, which significantly limits the type of development projects this revenue could fund.³⁰⁸ Additionally, State law limits the ability to use TOD funds for predevelopment and does not allow for funding capacity building work.³⁰⁹ Because of these limits on essential predevelopment and capacity building funding, TOD funds are not a good fit for early investments in equitable development projects.

For TOD funding to become an appropriate source for equitable development, State law would need to be amended to change these limitations on TOD funding. As part of the 2025 budget process, the Executive is exploring the feasibility of issuing additional TOD bonds. King County could use TOD revenue for a King County EDI and related activities if the state Legislature amended RCW 67.28.180 to include equitable development as an eligible use of funds.

Up to 25 percent of the Hotel Motel Lodging Tax revenue is designated to promote tourism.³¹⁰ From 2025-2030 that amounts to about \$10-13 million annually, which includes funds for existing debt service for bonds previously issued to support the Building 4Culture Program, annual capital improvements at T-Mobile Park, tourism promotion, and funding reallocated to housing.³¹¹ Approximately \$1.3-2.5 million annually is for general "Tourism Promotion" including allocations to fund specific priorities, such as the Mountain to Sound Greenway Trust and the ShoWare center.³¹²

³⁰⁵ King County Ordinance 19712. [\[LINK\]](#)

³⁰⁶ King County (2023). Understanding the County Budget. [\[LINK\]](#)

³⁰⁷ Washington State Legislature. RCW 67.28.180. [\[LINK\]](#)

³⁰⁸ Washington State Legislature. RCW 67.28.180. [\[LINK\]](#).

³⁰⁹ Washington State Legislature. RCW 67.28.180. [\[LINK\]](#).

³¹⁰ Washington State Legislature. RCW 67.28.180. [\[LINK\]](#).

³¹¹ King County Ordinance 18788. [\[LINK\]](#)

³¹² King County Ordinance 18788. [\[LINK\]](#)

If the Council were to reallocate tourism funds, the incremental amount available would be significantly less than the \$10 million needed to fully fund the Alignment Stage, and it may require shifting funds away from items such as paying off existing debt service for Building 4Culture bonds or for capital improvements at T-Mobile Park, as well as creating a new stadium financing agreement. Based on this, the Tourism funding is not a viable option for a King County EDI within the next one to three years.

CPW Recommendation: Amend the King County Code governing the Interim Loan Fund

Because the Interim Loan Fund is a revolving fund, the Executive needs to determine the appropriate level of risk this program can absorb before proposing specific changes to the program. If the Executive determines amendments to the Interim Loan Fund program are both feasible and would allow more CBOs to utilize this fund source, the Executive could transmit a proposed Ordinance to the Council. The process for drafting a proposed Ordinance with amendments to the Interim Loan Fund should include input from CBOs. Should changes be feasible, the Interim Loan Fund would not constitute a funding option for a King County EDI but rather would act as an additional source of temporary capital for equitable development projects that need help acquiring a site. The fund source for the Interim Loan would still be used for affordable housing or affordable housing programs, so it can support capital projects that are housing related.

CPW Recommendation: Pursue new, flexible revenue authority

Any new taxes would require enacting legislation at the state level to either give new taxing authority to the County to implement the tax, expand a tax's allowable uses, or increase the amount authorized to be feasible for a King County EDI. King County's top state legislative priority is to secure additional revenue authority. This priority includes amending the one-percent property tax cap to allow the General Fund to a formula that better accounts for the rise of inflation and population. King County has also sought and will continue to seek revenue sources that are flexible and progressive in nature, ensuring that those with the means to pay more do so. Even so, the State Legislature has historically been unwilling to support flexible, progressive revenue sources for local governments.

CPW Recommendation: Include a King County EDI in applicable new levies or levy renewals

The County has local authority to propose a new property tax levy for voter approval. The Executive would identify priorities for a new levy and transmit the proposal to the Council. The Council which would consider, and potentially amend, the legislation before adopting legislation to place the measure on a ballot to be considered by voters.

Levy renewals have the potential to incorporate new priorities, such as a King County EDI, if new revenue is projected or if other levy expenditures are reduced. However, maintaining and expanding existing services funded by a levy takes precedence. Currently, the County's existing human services levies (VSHSL and BSK) fund some purposes related to the goals of an EDI, such as capacity building and capital construction but do not include revenue for implementation of a King County EDI.^{313,314} One of the VSHSL's goals over the next six years is to sufficiently fund existing services to promote stability for the nonprofits and their workforce that provide VSHSL-funded services.³¹⁵ BSK supports a capital

³¹³ King County Ordinance 19719. [\[LINK\]](#)

³¹⁴ King County Ordinance 19354. [\[LINK\]](#)

³¹⁵ King County Ordinance 19719. [\[LINK\]](#)

program as described in the BSK Implementation Plan 2022-2027.³¹⁶ While a King County EDI could collaborate and partner with BSK on capital projects that align with both efforts, BSK funding is not available under the current implementation plan to launch a King County EDI.³¹⁷ Finally, the new Crisis Care Centers Levy is narrowly focused on creating five crisis care centers, restoring mental health residential treatment capacity, and investing in the behavioral health workforce, so funding from this levy is not available for a King County EDI.³¹⁸

CPW Recommendation: Explore a cost-sharing model as a method of funding a King County EDI

An interdepartmental cost-sharing model is one tool the County has used as a funding method for other initiatives, such as the County’s climate action work.³¹⁹ As related to EDI, further analysis is needed to determine whether it is a feasible option for a King County EDI. Analysis would need to identify participating departments and how much funding could be generated. Notably, cost sharing draws from existing revenue, not new revenue. Moving existing funding between departments could have collateral impact on other County priorities and services supported by existing revenue. Other factors include fund source requirements that restrict the uses of many funds to specific purposes. Even if feasible, department cost-sharing would not address the scale of revenue needed to implement a King County EDI. A new and dedicated revenue for a King County EDI would still be necessary.

Executive Analysis of Opportunities for Coordination Between a King County EDI, County Departments, and the Executive Office

The Executive supports cross-departmental coordination on equitable development, which is consistent with how departments worked together in prior efforts led by King County to address displacement.³²⁰ The Executive recommends that DCHS remain the lead department implementing a King County EDI with an Executive Office sponsor who explores coordinating action across departments to align capital programs with equitable development principles and priorities. The Executive Office sponsor, in consultation with the EDI Advisory Board, will assess County capital programs for alignment with the King County EDI framework to explore and potentially implement necessary changes to further align programs with the King County EDI framework.³²¹ The Executive Office sponsor will meet with the EDI Advisory Board to share updates and seek input on coordination efforts. Additional staffing resources may be necessary.

³¹⁶ King County (2021, October 13). *Best Starts for Kids Implementation Plan: 2022-2027*. [\[LINK\]](#)

³¹⁷ King County (2021, October 13). *Best Starts for Kids Implementation Plan: 2022-2027*. [\[LINK\]](#)

³¹⁸ King County Ordinance 19572. [\[LINK\]](#)

³¹⁹ *2020 Strategic Climate Action Plan*, pg. 298. [\[LINK\]](#)

³²⁰ Examples of King County’s prior anti-displacement efforts include the Skyway-West Hill and North Highline Anti-Displacement Strategies Report [\[LINK\]](#), the Skyway \$5 million for Affordable Housing RFP [\[LINK\]](#), the Brooks Village Direct Negotiation RFP [\[LINK\]](#), and the 2023-24 King County Biennial Budget allocation of \$7.5M in transit oriented development capital funds to Access to Our Community to provide housing in south King County that serves immigrants and refugees previously at risk of displacement.

³²¹ The term “EDI Advisory Board” is used throughout the report when a recommendation applies to both the Interim EDI Advisory Board and Permanent EDI Advisory Board. The type of board will depend on which stage of implementation. As described in Chart 1 in subsection IV.A, the CPW recommends an Interim EDI Advisory Board during the Alignment Stage and a Permanent EDI Advisory Board during the Start-Up Stage. The CPW’s recommended roles, duties, and selection process for the both the Interim EDI Advisory Board and Permanent EDI Advisory Board are detailed in subsection IV.L.

In response to the CPW’s recommendations outlined in subsection IV.I, Executive branch departments participating on the Interdepartmental Coordinating Committee (ICC) during the implementation planning process identified potential opportunities for future coordination with a King County EDI if resources are available. As detailed in Chart 7, departments identified various opportunities to incorporate the King County EDI framework into existing programs, coordinate on shared anti-displacement goals and workplans, and inform community partners about funding and surplus land processes. ICC members also identified that ongoing collaboration and coordination between a King County EDI and other County agencies will take significant staff time.³²² Additional funding beyond the \$1 million in Short-term Lodging Tax funds, is needed for departments, including the Executive Office, to add dedicated staff time for a King County EDI over the next one to three years.

Chart 7: Opportunities Identified by the Executive Branch for Coordination Between a King County EDI and County Departments If Resources are Available

Department	Potential Opportunities for Coordination if Additional Resources are Identified
DCHS	<p>As part of a King County EDI, DCHS can:</p> <ul style="list-style-type: none"> • incorporate the King County EDI framework and principles into DCHS capacity building and capital programs. This alignment includes, where possible within existing implementation plans and statutory requirements, DCHS programs such as Housing Finance and Community Development programs. • support collaboration between BSK Capital Grants program and a King County EDI, so the two programs can inform each other. • develop an interactive King County displacement risk indicator dashboard. • explore updates to the Interim Loan Fund program that could increase access to smaller CBOs leading equitable development projects.
Executive Climate Office (ECO)	<p>As part of a King County EDI, ECO can implement joint solutions for addressing climate resilience and displacement, such as:</p> <ul style="list-style-type: none"> • collaborate on strategies that align with Focus Area 6 of Strategic Climate Action Plan: Housing Security and Anti-Displacement, like:³²³ <ul style="list-style-type: none"> ○ data research about climate change and displacement to better understand impacts and connections; and ○ investing in climate resilience efforts in priority zones that prevent displacement and build resilience to displacement.

³²² Interdepartmental Coordinating Committee discussions, April 2023.

³²³ King County (2021, May). *2020 Strategic Climate Action Plan*, pg. 226-232. [\[LINK\]](#)

Department	Potential Opportunities for Coordination if Additional Resources are Identified
Performance, Strategy, and Budget (PSB)	<p>As part of a King County EDI, PSB can:</p> <ul style="list-style-type: none"> incorporate the King County EDI framework and principles into standards, planning, monitoring, and budgeting processes that PSB coordinates with Executive branch agencies. Specifically, a King County EDI could provide guidance on annual workplans with Executive agencies, support the identification of specific workplan items, and guide performance measures and targets.
Public Health	<p>As part of a King County EDI, Public Health can:</p> <ul style="list-style-type: none"> coordinate on capacity building grant-making for community-based organizations; coordinate investments in community-led infrastructure that promotes healthy food access and food safety and increases stability for food businesses; partner to increase access to Environmental Health permitting for communities who may face permitting barriers; create pathways for Communities of Opportunity (COO) partners to participate in King County EDI funding opportunities and related programming; and coordinate with COO to advance policy and systems changes that support community-driven development and anti-displacement models.
Facilities Management Division (FMD)	<p>As part of a King County EDI, FMD can:</p> <ul style="list-style-type: none"> inform King County EDI partners about county-owned properties that may be put on the market, to support transparent prioritization of the land and/or funding generated from these sales.
Department of Parks and Natural Resources (DNRP)	<p>As part of a King County EDI, DNRP can implement joint solutions for addressing displacement, such as:</p> <ul style="list-style-type: none"> collaborate on anti-displacement policies and practices for Wastewater capital projects.

Executive Recommended Next Steps to Implement a King County EDI

The Executive concurs with the CPW’s recommendation to develop the King County EDI through a phased approach and scale the Initiative to appropriated funding sources, as detailed in the CPW’s recommended Stages of Implementation in subsection IV.A.

While Ordinance 19712, Section 77, Expenditure Restriction ER8 and Proviso P1 provide \$1 million to support the King County EDI upon acceptance of the Phase 2 Implementation Plan, an ongoing funding source to fund the Initiative beyond the one-time appropriation of \$1 million in Short-term Lodging Tax funds for 2024 has not been identified.³²⁴ The CPW recommends that at least \$10 million per year is

³²⁴ King County Ordinance 19712, pg. 67-69. [\[LINK\]](#)

needed to meaningfully implement the full scope of a King County EDI's Alignment Stage, including capital investments for a demonstration project.

Without additional resources, the Executive recognizes the infeasibility of the CPW's recommended near-term implementation plan. This includes most of the Alignment stage activities, beyond what is achievable with the one-time allocation of \$1 million. The Executive anticipates the following challenges to implementing the limited scale of this one-time allocation.³²⁵

- **Limited community impact**
 \$1 million may be sufficient to continue staffing and supporting the Community Planning Workgroup or an Interim Advisory Board for one year, but the funding is insufficient to provide ongoing capacity building or meaningful capital investments in equitable development projects. Additionally, implementing an initiative of this scope requires significant time before it delivers concrete community results because it is necessary to hire and train staff, build necessary relationships (including recruiting and initiating the EDI Advisory Board), and establish funding priorities and processes for the initiative.
- **Narrows equitable development to housing-related uses**
 Using Short-term Lodging Tax funds limits the scope of King County EDI's actions to affordable housing-related activities only, due to the restrictions on the fund source.³²⁶ If the Short-term Lodging Tax is used as the funding source for the EDI, the Tax's funding restrictions create challenges because the CPW recommends investing in equitable development beyond affordable housing, such as community gathering and cultural spaces, affordable commercial space, community services, and mixed-use projects that include affordable housing paired with non-housing uses on the ground floor.
- **Time spent implementing a King County EDI without an ongoing fund source could create unmet expectations**
 Investing in programmatic design and community partnerships without the long-term resources to fulfill community requests and commitments could potentially harm the County's credibility with priority communities. The County cannot fully implement a King County EDI without new ongoing funding at the scale described in this report. Actions to develop an EDI must proceed only in alignment with funding availability.

Until implementation of a King County EDI is feasible through the state Legislature approving sufficient revenue authority, the Executive's next steps focus on what can be achieved with the one-time appropriation of \$1 million in Short-Term Lodging Tax funds.

The Executive's Recommended Use of the \$1 million in Short-Term Lodging Tax for a King County EDI

The Executive supports the CPW's recommendation, detailed in subsection IV.A, to use the \$1 million appropriated in Short-term Lodging Tax funds to provide one-year capacity building grants for smaller

³²⁵ For this report, "near term" is defined as implementable within 1-3 years.

³²⁶ Washington State Legislature. RCW 36.100.040. [\[LINK\]](#)

CBOs to build their capacity to lead housing-related capital projects that embody EDI principles and priorities.

The Executive further supports grants ranging in size from \$100,000-\$150,000 for activities related to planning and development of housing-related capital projects such as, but not limited to:³²⁷

- project development technical assistance and training;
- organizational and board development;
- development consultants, architects, attorneys, and buyers' representative fees;
- community planning and engagement;
- predevelopment and feasibility studies; and
- staffing costs related to implementing the grant and executing the above activities.

Because centering community voice and community power in decision making is a core principle of equitable development, implementation of a one-year grant program would be co-developed with community advisors.^{328,329,330} Supporting and facilitating a successful co-development process will take more time and require a high level of staffing resources. Through its work to build and steward relationships with the CPW during the implementation planning phase, DCHS identified the following components of co-development processes that require more staff time and administrative expense than traditional staff-led processes:

- orienting and training community advisors;
- developing group agreements, values, and decision-making processes;
- collaborating with community advisors on developing agendas, goals, and benchmarks;
- facilitating complex conversations and meetings to discuss and develop document drafts and program design proposals;
- meeting with community advisors individually to understand their experience of the process, support their participation, and develop their leadership;
- soliciting and integrating evaluation and feedback from community advisors;
- engaging in regular process improvement to meet the needs of community advisors, including navigating disagreement and conflict resolution; and
- creating infrastructure for shared files and collaborative work with non-King County partners.

Even with \$1 million allocated to support a King County EDI, significant front-end work will be needed to recruit and onboard community advisors, establish processes, and design and implement a new grants program. The Executive recommends that the funds be expended through 2025 to accommodate this early program design work, and be used for the activities detailed in Chart 8 over an 18-month period.³³¹

³²⁷ Small capacity building grants align with Objective 4, Strategy 4.1 of a King County EDI as detailed in subsection IV.D.

³²⁸ The Alliance, the Twin Cities (2021). *Equitable Development: Principles & Scorecard*, pg. 10. [\[LINK\]](#)

³²⁹ Local and Regional Governmental Alliance on Race & Equity (2016, November 28). *Equitable Development as a Tool to Advance Racial Equity*, pg. 12. [\[LINK\]](#)

³³⁰ King County (2023, January 5). *King County Equitable Development Initiative Implementation Plan Phase 1*, pg. 24-37. [\[LINK\]](#)

³³¹ The Executive's recommendation aligns with the CPW's recommendations detailed in subsection IV.A: King County EDI Concept and Implementation Stages.

To implement the CPW's recommendations for the \$1 million currently allocated and maintain DCHS's capacity for delivering on other equitable development and anti-displacement work in 2024 such as anti-displacement strategy implementation in Skway-West Hill and North Highline, DCHS will utilize a term-limited temporary (TLT) staff position to manage the King County EDI implementation work. DCHS does not have a funding source to pay for staffing, consultants, and administrative costs for a King County EDI outside of the \$1 million currently allocated. Funds to support the TLT position for 18 months as well as consultant support will come from the \$1 million allocation. However, most funds will be used for capacity building grants to CBOs, with less funds used for operations, as recommended by the CPW.

Chart 8: Executive Recommended Implementation Activities and Estimated Costs for the \$1 Million Proviso over 18 months

Activity	Staffing Need	Estimated Operating Cost	Estimated Program Cost
<p>Convene an Interim EDI Advisory Board that will meet monthly and as needed to:</p> <ul style="list-style-type: none"> Co-develop a capacity building for capital projects RFP; Provide consultation and guidance on interdepartmental coordination to integrate EDI principles and priorities into capital funding programs; and Provide input on strategies to pursue revenue for a King County EDI. 	<p>.5 FTE (New PPM II, TLT/SDA – 18 months)</p> <ul style="list-style-type: none"> Manage recruitment, selection, and onboarding process for the Interim EDI Advisory Board Staff monthly Advisory Board meetings Manage communications with Advisory Board members Manage Interim EDI Advisory Board contracts Supervise and manage consultant contract 	\$111,837 ³³²	\$95,826 for compensation and activities ³³³
	<p>Consultant (7.5 hours per month)³³⁴</p> <ul style="list-style-type: none"> Support Interim EDI Advisory Board recruitment and outreach Prepare agendas and facilitate Interim EDI Advisory Board meetings in consultation with County staff Process Interim EDI Advisory Board timesheets, invoices, and compensation payments 	\$20,250	

³³² This budget assumption is based on DCHS PPM Forecasting costs for 2025, including salary, benefits, training, and central rates.

³³³ This budget assumption includes advisory board compensation based on the rate of \$75 per hour used during development of the King County EDI Implementation Plan.

³³⁴ Assumes a consultant rate of \$150 per hour based on the consultant budget used during the King County EDI implementation planning process.

Activity	Staffing Need	Estimated Operating Cost	Estimated Program Cost
<p>Implement new 12-month capacity building grants to:</p> <p>Increase the organizational capacity of approximately 5 CBOs to lead housing-related capital projects and undertake project planning and predevelopment activities.</p>	<p>.5 FTE (New PPM II, TLT/SDA – 18 months)</p> <ul style="list-style-type: none"> Design and implement capacity building RFP in collaboration with Advisory Board Recruit and onboard the grantmaking committee Manage RFP release and outreach effort Manage RFP review and selection process and ensure compliance with all contracting, procurement, and the Council requirements Manage grant contracts and provide ongoing support to grant recipients Supervise and manage consultant contract 	\$111,837 ³³⁵	<p>\$625,000 for capacity building grants</p> <p>\$5,000 for grantmaking committee compensation</p>
	<p>Consultant (7.5 hours per month)³³⁶</p> <ul style="list-style-type: none"> Support on RFP development and community engagement activities Prepare agendas and facilitate grantmaking committee meetings 	\$20,250	<p>\$10,000 for communications and language translation</p>
Total estimated costs supported by the \$1 million proviso over 18 months		Operating Costs \$264,174	Program Costs \$735,826

³³⁵ This budget assumption is based on DCHS PPM forecasting costs for 2025, including salary, benefits, training, and central rates.

³³⁶ Assumes a consultant rate of \$150 per hour based on the consultant budget used during the King County EDI implementation planning process.

Insufficient, Unsustainable Resources

Currently, there is no funding pathway to sustain and scale up implementation of a King County EDI beyond the one-time appropriation of \$1 million in Short-term Lodging Tax.

If the Council does not allocate additional revenue, the Executive will sunset the King County EDI soon after the final grant payments resulting from programs created by the \$1 million in Short-term Lodging Tax, which is estimated to be approximately 18 months from the start of the King County EDI.

Engage with Community-led Efforts for the State to Create Revenue Authority for Equitable Development

If the funding landscape substantially changes because the state adjusts the one percent cap on property tax revenue or creates a dedicated revenue source, the Executive plans to reassess the viability of ongoing funding for implementing a King County EDI more consistent with the CPW's vision.³³⁷ Subsection IV.H of this report details potential long-term funding options for a King County EDI including existing DCHS fund sources, existing fund sources outside of DCHS, and potential new revenue sources. The Executive concurs with the CPW on the urgency of funding anti-displacement projects and the current limitations of expanding current revenue and creating new revenue sources. State law change is the most effective path to creating enough resources to support a King County EDI from the Alignment to Sustained phases. The Executive intends to engage with community-led efforts for state legislation to create new funding authority for equitable development.

Timeline for Implementation

Chart 9 details the County Executive's recommended timeline for implementing the \$1 million in Short-term Lodging Tax funds. The activity description is intended to leave flexibility for the Interim Advisory Board to co-design and develop the capacity building grant program, which would require expending the funds through 2025.

³³⁷ Washington State Legislature. RCW 84.52.050. [\[LINK\]](#)

Chart 9: Executive Recommended Anticipated Timeline for Implementation

Anticipated Timeline	Activity
August - September 2024	<ul style="list-style-type: none"> The Council action on motion to accept Phase 2 Plan³³⁸
October - January 2025	<ul style="list-style-type: none"> Hire new DCHS TLT staff position Recruit, recommend, and onboard an Interim EDI Advisory Board³³⁹ Develop Interim EDI Advisory Board process, norms, and values
February - May 2025	<ul style="list-style-type: none"> Design capacity building RFP
June – September 2025	<ul style="list-style-type: none"> Release capacity building RFP Recruit and orient RFP Grantmaking Committee
October 2025 - February 2026	<ul style="list-style-type: none"> Conclude RFP process and announce capacity building awards Execute capacity building award contracts Begin contract monitoring and reporting³⁴⁰ Assess state legislative activity to determine whether more complete EDI implementation is feasible

Because many parts of implementation are contingent on securing sufficient revenue authority for equitable development, it is not possible for the Executive to develop a timeline for implementation beyond the deployment of the one-time appropriation.

[Potential Legislation for Implementation](#)

Accompanying this report is a Proposed Motion that, if passed, would accept the King County EDI Phase 2 Implementation Plan in accordance with Ordinance 19712, Section 77, Proviso P1.³⁴¹ At a time when an appropriate level of funding has been identified to move the King County EDI from the Alignment Stage to the Start-up or later stage, additional legislation may be needed. This legislation may include:

- King County EDI Governance:** This potential legislation would establish a permanent EDI Advisory Board as the oversight and advisory entity for the King County EDI, establish the roles and responsibilities of the board, and provide the framework for size and make-up of the board. The Executive does not intend to establish a permanent EDI Advisory Board until at least \$10 million per year has been appropriated to fully launch the King County EDI.
- Potential Funding Legislation:** Depending on the type and source of revenue identified for a King County EDI, several different types of legislation may need the Council's approval for implementation. These may include proposed legislation on:
 - Appropriating Budget** - budget applicable funds for a King County EDI;

³³⁸ The timelines outlined in this table will shift commensurate with changes to the Council action timeline noted.

³³⁹ See subsection IV.L for CPW's recommendations on how an Interim Advisory Board would be comprised and selected.

³⁴⁰ Staffing work to monitor the contracts work will continue for up to 12 months following execution of contracts. Contract monitoring and reporting will conclude when final grant payments are made.

³⁴¹ King County Ordinance 19712. [\[LINK\]](#)

- **Amending King County Code** - to effectuate elements of the EDI or aligned activities, such as the Interim Loan Program for Property Acquisition for Low-Income Housing,³⁴² or
- **Creating a new Fund** - if a new fund source is identified.

V. CONCLUSION AND NEXT ACTIONS

The CPW envisions a King County EDI that would transform how King County allocates resources for community-driven land development projects including housing, cultural spaces, and other spaces that would meet urgent community needs. A King County EDI would invest in communities at risk of displacement and create a pathway for small CBOs led by and for priority communities to build organizational capacity to lead capital projects that increase community stability, expand access to opportunities and community wealth building, and implement a community's vision for how they want to grow.

The CPW's vision for a King County EDI is bold and ambitious, and its recommendations within this report are not limited to what is currently possible. The CPW believes transformation requires seeing beyond current constraints.

At the same time, the Executive is mindful of the harm that can result when government institutions seek to deliver changes for which there is not sufficient funding to support. The Executive believes effective and resourced implementation is required for the viability of the EDI. Therefore, for the CPW's vision for a King County EDI to be possible, King County needs a dedicated, ongoing source of EDI funding.

The CPW identified that approximately \$10 million per year is needed to meaningfully implement the full scope of a King County EDI's Alignment Stage, including capital investments. Through analysis of a variety of funding tools and the CPW's recommended funding options, the Executive has not yet been able to identify a current fund source that is undesignated or available to rededicate to an EDI that would generate \$10 million per year in the next one to three years.³⁴³ State action would be necessary to reach the threshold of \$10 million annually for a King County EDI. The CPW's vision for a fully funded King County EDI at the Sustained Stage of implementation calls for at least \$100 million in dedicated annual funding to fully support meaningful outcomes to undo the effects of centuries of inequitable public and private investment in King County.^{344,345} The County does not currently have sufficient

³⁴² King County Code (2023, April 6). Title 24: Housing and Community Development, Section 22: Interim Loan Program for Property Acquisition for Low-Income Housing. [\[LINK\]](#)

³⁴³ See subsection IV.M: Executive Recommended Next Steps to Implement a King County Equitable Development Initiative for an analysis of near-term feasibility of CPW funding recommendations.

³⁴⁴ King County (2023, January 5). *King County Equitable Development Initiative Implementation Plan Phase 1*. [\[LINK\]](#)

³⁴⁵ The CPW's estimate of at least \$100 million in annual need for the King County EDI is based on its discussions about the City of Seattle's EDI program, the high cost of capital projects, and the level of interest and need in the community to address the challenge of displacement. Based on data shared by Seattle EDI staff, the City's EDI program has a growing gap between the total amount of funding requested in response to the City's solicitation of

revenue options to achieve this level of funding, especially given the General Fund forecast as of the time of this report, and the constraints imposed by requirements of existing fund sources.^{346,347}

At this time, the Executive is able to implement what is achievable with the one-time appropriation of \$1 million in Short-term Lodging Tax funds, pending the Council’s passage of the motion to accept this Implementation Plan.³⁴⁸ The Executive is committed to working with an Interim EDI Advisory Board to develop and launch new capacity building grants for housing-related capital projects led by and for priority communities. The Executive will also coordinate department actions to align existing capital programs with the King County EDI framework and principles.

Ultimately, implementing the CPW’s full-scale vision for a King County EDI that can address the impacts of displacement by investing in community-driven and community-owned development will require the State Legislature to give King County additional revenue authority or to directly allocate sufficient state revenue for equitable development.

applications and the amount of funding the program deploys even as their budget has increased over time. In 2022, the unmet requests for funding for Seattle’s EDI topped \$64.4 million. This amount only partially captures the actual funding needs of each project since applicants could only request a maximum of \$2 million. A fully implemented King County EDI would serve projects countywide and fund projects more deeply than the Seattle EDI program due to limited capital funding streams in other jurisdictions. See Appendix D for additional information about the Seattle EDI’s investment areas and estimated project costs.

³⁴⁶ The General Fund is projected to be out of balance by \$80 to 100 million for 2025. Correcting the structural deficit will require lifting the one percent cap on property tax revenue. King County. *2023-2024 Executive Proposed Budget: Executive Summary*, pg.1. [\[LINK\]](#)

³⁴⁷ King County’s most flexible fund source is the General Fund, however the 2023 2nd omnibus supplemental budget ordinance outlines a \$13M cut to the \$750M General Fund due to the 1% cap on property tax revenue. Other existing fund sources in DCHS are already committed to specific uses based on requirements within authorizing legislation and implementation plans. Therefore, a King County EDI would need new dedicated revenue to achieve a budget of \$100 million annually or more. Gutman, D. (2023, December 6). King County Council forecasts dire cuts to come as it trims budget. *The Seattle Times*. [\[LINK\]](#)

³⁴⁸ King County Ordinance 19712, pg. 67-69. [\[LINK\]](#)

VI. APPENDICES

Appendix A. Glossary

Affordable housing: The U.S. Department of Housing and Urban Development (HUD) defines affordable housing as households that spend no more than 30 percent of their gross monthly income on housing costs.³⁴⁹ King County often defines affordable housing as publicly supported, income-restricted housing that specifically serves households earning at or below 80 percent of the area median income (AMI).³⁵⁰

Area median income: The household income for the median-or middle-household in a region. It is a criterion used by HUD and other agencies to determine what kinds of services households may qualify for.³⁵¹ HUD releases annual median income levels for different household sizes in King County. Households earning less than 80 percent of the AMI are considered low-income households. Households earning less than 50 percent of the AMI are considered very low-income. Households earning less than 30 percent of AMI are considered extremely low-income households. These AMI thresholds identify households that may be eligible for certain housing assistance programs. Use this [link](#) to view King County's 2022 AMI and rent levels as published by HUD.³⁵²

Co-creation: Co-creation refers to King County government and communities it serves working together to tackle specific challenges and creating solutions to those challenges together, through a collaborative process that draws on the knowledge, expertise, and perspectives of both King County communities and staff.³⁵³ Co-creation entails an intentional focus on those communities most harmed by inequality. Co-creation involves engaging with community members on strategy at the earliest possible moment.

Community-based organization (CBO): The CPW defines a CBO as a public or private organization that is representative of a community or significant segments of a community and committed to a community's health, well-being, and empowerment and/or provides human services to individuals in the community. Some common characteristics of a CBO are:

- The majority of the governing body and staff consists of local residents or members of the impacted communities the CBO serves;
- The main operating offices are in the community they serve;
- Priority issue areas are identified and defined by residents or members of the impacted communities the CBO serves;
- Solutions to address priority issues are developed with residents or impacted community members; and
- Program design, implementation, and evaluation components have residents or impacted community members intimately involved, in leadership positions.

³⁴⁹ U.S. Department of Housing and Urban Development. Glossary of Terms to Affordable Housing. [\[LINK\]](#)

³⁵⁰ King County Department of Community and Human Services. Regional Affordable Housing Dashboard. [\[LINK\]](#)

³⁵¹ King County Department of Community and Human Services. Data Notes, Methodology, and Glossary. [\[LINK\]](#)

³⁵² King County. 2022 Income and Rent Limits: Multifamily Rental Housing. [\[LINK\]](#)

³⁵³ King County Office of Equity and Social Justice. Community Engagement and Co-Creation. [\[LINK\]](#)

In the case of equitable development, a CBO is led by and accountable to priority communities, especially communities impacted by displacement.

Community land trust (CLT): A community land trust is a nonprofit corporation governed by the community that develops and stewards affordable homeownership and other community assets.³⁵⁴ CLTs acquire land and maintain permanent ownership of the land, while individual homeowners or nonprofits own the structures on the land. CLTs use a renewable ground lease and a resale formula to limit the resale value of CLT homes so they remain affordable for income-qualified households in perpetuity.³⁵⁵

Community-led and community-owned development: Community-led and community-owned development aims to preserve long-term affordability, ease displacement pressures, and build community wealth by advancing democratic control of land and housing and supporting racially and economically inclusive ownership and access. Community-led and community-owned development puts resources and decision-making into the hands of local communities, encourages participatory and democratic governance, and preserves affordability and access for the long-term.³⁵⁶ In community-led and community-owned development, local communities, rather than an individual or corporation, own and develop the land. Some ways this can be achieved is through tenant cooperatives, multi-party or organization ownership, community land trusts (where an organization owns the land, and individual owns improvements), and ownership by an organization governed by community members.³⁵⁷

Community stewardship of land: Community-controlled and stewarded development transforms local land and housing from commodities into shared resources for community prosperity. Impacted communities permanently own or control land for the long-term, primarily through land trusts, cooperatives, and other non-profit models. Community stewardship of land is more than just who owns what, but how. Community stewards of land are people who have relationships to the land, practice democratic decision making, and ensure permanent community benefits for generations.³⁵⁸

Cooperative models: An autonomous association of persons united voluntarily to meet their common economic, social, and cultural needs and aspirations through a jointly owned and democratically controlled enterprise.³⁵⁹ There are many types of cooperative models including business and housing co-ops.

Cultural assets: Buildings, locations, and other features of a neighborhood considered historically or socially significant and enhance the quality of life for the neighborhood residents.³⁶⁰

Discrimination: A person discriminates when they make a distinction, (whether intentional or not), based on a characteristic, or perceived characteristic that has the effect of imposing burdens, obligations, or disadvantages on an individual or a class of individuals not imposed upon others and/or

³⁵⁴ Community Stewardship of Land (2021). Glossary. [\[LINK\]](#)

³⁵⁵ King County (2021, September 30). *Skyway-West Hill and North Highlight Anti-Displacement Strategies Report*. [\[LINK\]](#)

³⁵⁶ Green, J. & Hanna, T.M. (2018, August 19). *Community Control of Land & Housing*. Democracy Collaborative. [\[LINK\]](#)

³⁵⁷ Community Stewardship of Land (2021). *The Power of Community Stewardship of Land*. [\[LINK\]](#)

³⁵⁸ Community Stewardship of Land (2021). Glossary. [\[LINK\]](#)

³⁵⁹ International Cooperative Alliance. Cooperative identity, values, and principles. [\[LINK\]](#)

³⁶⁰ Law Insider. Cultural assets definition. [\[LINK\]](#)

withholds or limits access to opportunities, benefits, and advantages available to other individuals or classes of individuals in society.³⁶¹

Displacement and risk of displacement: Displacement describes a pattern in which households involuntarily move as a result of factors such as housing market forces, disinvestment in communities of color, changing preferences for central city living, and redevelopment projects and new investments. Displacement can increase the risk of homelessness and have lasting negative effects on health, education, earnings, and cultural connections.³⁶²

Residential: Residential or housing displacement refers to instances where the existing residents of a neighborhood are involuntarily forced to relocate. This can take the following forms: direct economic displacement such as evictions, indirect economic displacement from rising housing costs, and physical displacement from redevelopment or climate disasters.³⁶³

Commercial: Displacement of local businesses and cultural organizations often as a result of redevelopment, rising rents, and/or cultural displacement.³⁶⁴

Cultural: Cultural displacement takes place when existing residents move from a neighborhood because their social and cultural connections within the area have declined as a result of gentrification factors.³⁶⁵

Equity (vs Equality): Equity is the full and equal access to opportunities, power, and resources so that all people achieve their full potential and thrive. Equity is a system of fairness that gives everyone what they need to be successful as opposed to equality which means treating everyone the same. Equity recognizes that each individual or community has different circumstances. Equity, therefore, focuses on identifying obstacles and historical harm faced by specific groups and using tailored strategies to address barriers to achieve equitable outcomes. Equity is also about transforming the systems and practices that perpetuate and enforce inequities. Equity is an ardent journey toward well-being and must be defined by those most negatively affected by systems of racism, discrimination, and exclusion.³⁶⁶

Framework: A set of ideas, beliefs, standards, and expectations that unify programs and investments and guide the design, implementation, and decision-making of the overall Initiative and each of its program and investment.³⁶⁷ For the purposes of the King County EDI, the framework will consist of the following components:

Values: Fundamental beliefs that will guide how equitable development activities are implemented and the Initiative’s approach to working with communities.

³⁶¹ King County. Equity and Social Justice Resource Guide. [\[LINK\]](#)

³⁶² Urban Displacement Project (2021). *What are gentrification and displacement.* [\[LINK\]](#)

³⁶³ King County Skyway-West Hill and North Highline Anti-displacement Strategies Report (2021). [\[LINK\]](#)

³⁶⁴ Urban Displacement Project (2021). *What are gentrification and displacement.* [\[LINK\]](#)

³⁶⁵ Urban Displacement Project. Cultural, Commercial, Industrial Displacement. [\[LINK\]](#)

³⁶⁶ King County Office of Equity and Social Justice. Equity and Social Justice Strategic Plan Update 2022. [\[LINK\]](#)

³⁶⁷ Seattle Office of Planning and Community Development (2016, April). *Equitable Development Implementation Plan* (pg. 8). [\[LINK\]](#)

Vision: A statement describing the CPW’s long-term vision of an inclusive and equitable King County.

Goal: The central aim of the King County EDI and the desired result.

Objectives: A set of results that lead to the King County EDI goal. Each objective will utilize a mix of strategies to operationalize equitable development by and for community most directly affected by structural racism and discrimination, displacement pressure, and barriers to health and economic opportunities.

Initiative Components: Distinct parts, each with unique purpose and scope, that together comprise the Initiative as a whole. Each part has a set of corresponding activity areas.

Outcomes: The metrics to be used to quantitatively show that the goal and objectives have been met.

Frontline communities: Frontline communities are those that are disproportionately impacted by climate change due to existing and historic racial, social, environmental, and economic, inequities, and who have limited resources and/or capacity to adapt. These populations often experience the earliest and most acute impacts of climate change, but whose experiences afford unique strengths and insights into climate resilience strategies and practices.³⁶⁸

Gentrification: Gentrification is a process of neighborhood change that includes economic change in historically underrepresented and systemically marginalized communities, by means of real estate investment and new higher-income residents moving in, as well as demographic change, not only in terms of income level, but also in terms of changes in the education level or racial make-up of residents.³⁶⁹

Historically (and currently) underrepresented and systemically marginalized: Communities most directly harmed by structural racism and discrimination, displacement pressure, and barriers to economic and health opportunities. These communities primarily include Black, Indigenous, and people of color (BIPOC), low-income communities, immigrants and refugees, people with disabilities, seniors, and Lesbian, Gay, Bisexual, Transgender, and Queer (LGBTQ+) communities.³⁷⁰

Low-income households: Households with incomes less than 80 percent of area median household income (AMI), when adjusted for household size. In 2022 in King County, 80 percent of AMI for a household of four is \$95,300.³⁷¹

Permanently affordability: Housing or commercial space that is subject to a deed restriction, ground lease, shared equity agreement, or similar enforceable, recorded instrument that requires all current and subsequent owners to maintain the use as affordable.³⁷²

³⁶⁸ King County (2021, May). *2020 Strategic Climate Action Plan*. [\[LINK\]](#)

³⁶⁹ Urban Displacement Project (2021). *What are gentrification and displacement*. [\[LINK\]](#)

³⁷⁰ King County Office of Equity & Social Justice (2016). *Equity and Social Justice Strategic Plan 2016-2022*. [\[LINK\]](#)

³⁷¹ King County Department of Community and Human Services. *Data Notes, Methodology, and Glossary*. [\[LINK\]](#)

³⁷² Community Stewardship of Land (2021). *Glossary*. [\[LINK\]](#)

Priority communities: An umbrella term defined by the CPW in the Phase 1 Implementation Plan as communities adversely impacted by structural racism and discrimination; experiencing disparities in economic and health outcomes; and facing a heightened risk of displacement.³⁷³ Priority communities should be prioritized for equitable development investments created through a King County EDI.

Structural racism: The interplay of policies, practices, programs, and systems of multiple institutions which leads to adverse outcomes and conditions for Black and Indigenous communities and people of color compared to White communities, that occurs within the context of racialized historical and cultural conditions.³⁷⁴

³⁷³ King County (2023, January 5). King County Equitable Development Initiative Implementation Plan Phase 1.

[\[LINK\]](#)

³⁷⁴ King County Office of Equity & Social Justice (2016). Equity and Social Justice Strategic Plan 2016-2022. [\[LINK\]](#)

Appendix B. Community Planning Workgroup (CPW) - Complete Roster

On April 26, 2022, DCHS solicited applications from members of King County community to serve on the King County Equitable Development Community Planning Workgroup. After extensive outreach, DCHS received 71 applications from interested community members who applied either as individuals or representatives of their community-based organization. A review panel of five King County staff and three non-applicant community members evaluated and selected workgroup members based on the criteria and priorities outlined in Motion 16062.

Table 1 below lists the individuals selected through this open process and serving on the Community Planning Workgroup. Table 2 provides additional highlights about the members.

Table 1: CPW Member Roster During Phase 2

CPW Member	Organization	King County Council District (D) ³⁷⁵
Aaron Garcia	White Center Community Development Association	D8, unincorporated
Bishop Steven Sawyer	People of Color Against AIDS Network (POCAAN)	D8, D2, D5
Cynthia Ramos Orozco	Comunidad Latina de Vashon	D8, unincorporated, rural
Debbie Lacy	Eastside For All	D1, D6
Eliana Horn	Interdependent Law PLLC	D2
Faisal Mohamed	Individual	D5
Risho Sapano	Mother Africa	D9, D7
Fin'es Scott	Individual	D2, unincorporated
Hoda Abdullahi	Living Well Kent	D5
Jill Kong	Global to Local	D5
Maria Guadalupe Ramirez	Duwamish Valley Affordable Housing Coalition	D8, unincorporated
Ndidi Opara	Individual	D3
Rebecca Berry	Skyway Coalition	D5, D2, unincorporated

³⁷⁵ Due to a very low number of applications received from Council District 4 and based on the criteria and priorities used in the selection, District 4 is not currently represented on the Community Planning Workgroup.

CPW Member	Organization	King County Council District (D) ³⁷⁵
Stephanie Ung	Khmer Community of Seattle King County	D5, D8, unincorporated
Yordanos Teferi	Multicultural Community Coalition	D5, D2

Table 2: Community Workgroup Member Demographics

Demographic Information	% of CPW members
Reside in UKC or are representing organizations rooted in and serving UKC	31%
Represent an organization based outside of Seattle	69%
Identify as having a lived experience of displacement and/or housing insecurity	81%
Identify as renters/tenants	69%
Identify as Black/African American/of African descent	44%
Identify as Latino/Latina/Latinx	31%
Identify as American Indian/Native American/Indigenous	6%
Identify as East Asian or Southeast Asian	19%
Identify as LGBTQ	31%
Identify as disabled	13%

Appendix C. Interdepartmental Coordination Committee - Complete Roster

Interdepartmental Coordination Committee Members

Name	King County Department
Sunaree Marshall	Community and Human Services (DCHS)
Kelly Rider	Community and Human Services (DCHS)
Ashton Allison	Office of Economic Opportunity & Creative Economy (Executive Office)
Arun Sambataro	Office of Equity and Racial and Social Justice (Executive Office)
Kapena Pflum	Performance, Strategy, and Budget (Executive Office)
Lauren Smith	Performance, Strategy, and Budget (Executive Office)
Matias Valenzuela	Public Health Seattle-King County (PHSKC)
David St. John	Natural Resources and Parks (DNRP)
David Daw	Local Services (DLS)
Ade Franklin	King County Metro
Erin Baker	Facilities Management (DES)
Jennifer Stacy	Prosecuting Attorney's Office

Appendix D: City of Seattle's EDI Investment Areas

As of December 2023, the City of Seattle's EDI has funded 76 of EDI projects and has identified four investment areas that CBOs need support in to successfully launch an equitable development project. The following information was provided by Seattle EDI staff in January 2024.

Organizational capacity building: CBOs without extensive development experience do not have the organizational infrastructure to build equitable development projects, so one of the first investments CBOs interested in equitable development need is in organizational capacity building. This includes funding staff, training and leadership development, grant writing support, board development, and similar organizational capacity building activities. The organizational capacity building needs will be specific to the individual organization, but generally the City of Seattle EDI staff estimate CBOs need approximately between \$75,000-\$200,000 annually in organizational capacity building grants per equitable development project. Seattle EDI awards \$75,000 per capacity building award but organizations can apply for additional capacity building grants.

Example City of Seattle EDI Capacity Building Grants:

- *AIPace - \$75,000*
- *Community-Owned Resource Development - \$75,000*
- *Rainier Valley Midwives - \$75,000*

Predevelopment: Equitable development projects also require predevelopment funding, even after site acquisition, for development consultants, architects, attorney's fees, feasibility studies, and similar work. City of Seattle EDI staff estimate a CBO would typically require \$300,000 to \$500,000 per equitable development project for predevelopment work.

Example of City of Seattle EDI Predevelopment Grants

- *Duwamish Valley Sustainability Association - \$273,000*
- *Hip Hop is Green - \$300,000*
- *Nehemiah Initiative Seattle - \$300,000*
- *Youth Achievement Center - \$700,000*

Site Acquisition: CBOs need resources to buy land for an equitable development project. Site acquisition costs include attorney's fees, buyers' representatives, real estate agents, land costs, insurance, and similar items. The average total site acquisition cost of projects funded by the City of Seattle EDI is approximately \$2.5 million, with a range of \$1 million to \$10 million.

Example of City of Seattle Site Acquisition Grants (includes capacity building and predevelopment)

- *Friends of Little Saigon - \$5,925,000*
- *Somali Health Board - \$5,235,000*
- *Cham Refugees Community - \$4,000,000*
- *Kwanza Preparatory Academy - \$689,000*

Construction: City of Seattle EDI staff estimate that an equitable development project requires \$60 million to \$100 million in construction costs, which include permits, labor, and materials. The City of Seattle EDI is not the only funder of construction costs for equitable development projects, most projects receive multiple sources of funding including from other City of Seattle programs, as well as

state, federal, and private funding.

Example of City of Seattle EDI Construction Grants (includes capacity building)

- *Chief Seattle Club - \$5,050,000*
- *United Indians of All Tribes - \$2,000,000*
- *Ethiopian Community in Seattle - \$1,919,686*

Most awards from the City of Seattle EDI regardless of the stage of the development project, have included capacity building funding. The City of Seattle EDI has been intentional in creating pathways to invest early in a project's development because most existing funding programs do not prioritize these early phases of a development, preventing CBOs from developing the capacity to successfully apply for capital grants.

Appendix E: New Revenue Strategies Identified by the CPW

Revenue Strategy	Description	Actions Needed to Implement
New Property Tax Levy	Property tax Most flexible local fund source Requires voter approval	County Legislation and Voter Approval
Public-Private Partnership	Partnerships between the County and philanthropy or other private entities to leverage additional resources	County Action and Private Sector Action
Applying for State and Federal Grants	Pursue State and Federal grant programs	County Action
Additional Real Estate Tax	Fee or sales tax on real estate transactions.	State Legislation
Additional Capital Gains Tax	A tax on the income made from the sale of an asset.	State Legislation
Business & Occupation (B&O) Tax	A tax on the gross receipts of businesses in WA state.	State Legislation
Vacant or Unoccupied Property Tax	A tax on the assessed value of vacant or unoccupied properties in unincorporated King County.	State Legislation
Income Tax	A State tax on gross income.	Change in State Constitution

Appendix F: King County Displacement Risk Indicators Report

As outlined in subsection IV.E of this report, staff from DCHS collaborated with the CPW to develop a series of displacement risk indicators that could be used to inform equitable development investment strategies and to understand changes in displacement risk in King County. The final section of this appendix includes a list of those indicators, divided into the topic and sub-topic areas identified by the CPW. The CPW and the Executive recommends that these indicators be considered for inclusion in a dashboard and regular reporting that would inform a future EDI and should be paired with qualitative data collection that will help address limitations inherent to quantitative indicators.

An initial analysis of all the displacement risk indicators provides insight into the current state of displacement and its impact on EDI priority communities.³⁷⁶ Indicators show that displacement risk is most acute in South King County, although housing instability still exists in all areas of King County. Displacement risk is also currently rising for renters in rural areas of East King County as well. The following indicators were most illustrative in depicting the current state of displacement risk in King County.

Cost Burden

A household is cost burdened if they spend more than 30 percent of their total income on housing costs, such as mortgage, rent, and utilities. Cost burdened households are at high risk of displacement, as increasing levels of cost burden can cause people to have to move further from their communities to find more affordable housing. Quantitative data as well as focus group discussions highlighted that cost burden varies greatly based on geography and race/ethnicity. Figure 1 shows that rates of cost burden are highest in south King County jurisdictions, with over 40 percent of households in White Center, Skyway, and Tukwila experiencing cost burden, higher than the 31 percent countywide cost burden rate. There are also significant inequities in cost burden rates by race/ethnicity as seen in Figure 2, with 50 percent of Black households experiencing cost burden, as compared to 29 percent of White households. American Indian/Alaska Native and Hispanic households also experience cost burden rates that are much higher than the countywide average. While not as high as South King County, there are still a large number of cost burdened households in all areas of King County, with over 31 percent of all households in King County being cost burdened.

³⁷⁶ See Glossary (Appendix A) for the definition of “priority communities.”

Figure 1: Percent Households Cost Burdened, by Jurisdiction³⁷⁷

CHAS 2015-2019

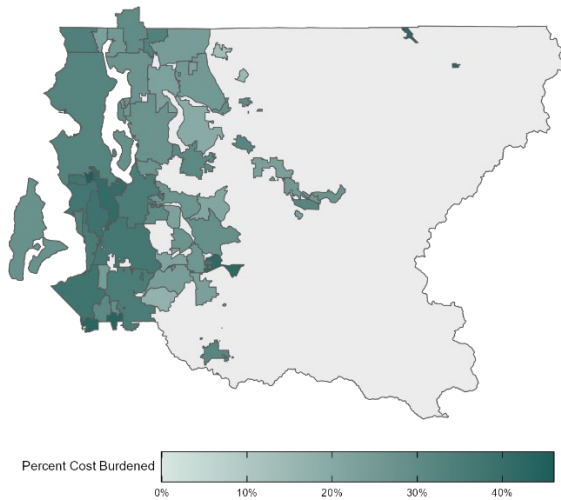
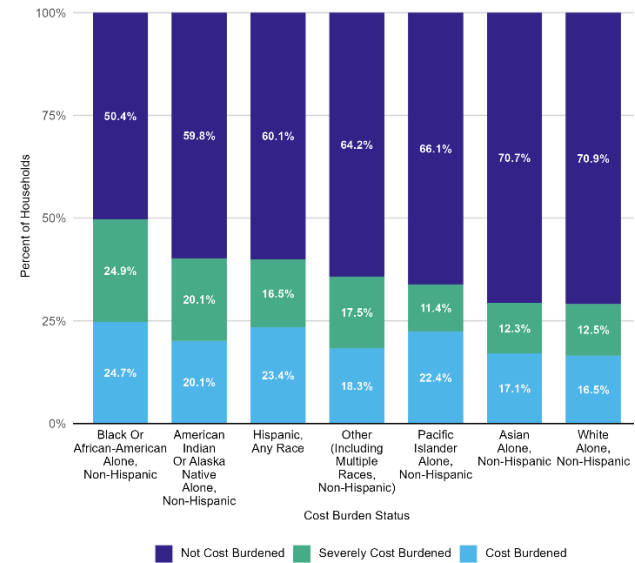


Figure 2: Cost Burden, by Race/Ethnicity

CHAS 2015-2019



Eviction Rates

Eviction is one of the clearest indicators of direct displacement, as it represents a case where a household was forced to move, most commonly due to inability to afford housing. Data from the King County’s Evictions Database shows where eviction filings occur in King County³⁷⁸

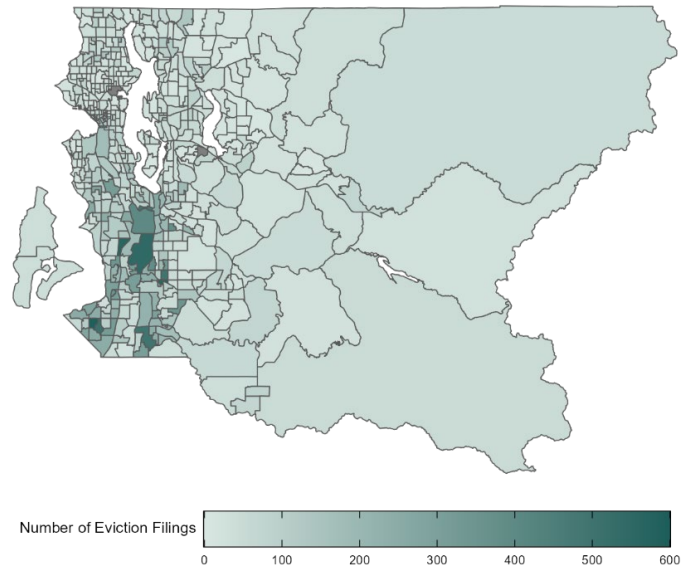
As seen in Figure 3, eviction filings are most common in South King County, with the largest concentrations of eviction filings in the past eight years occurring in South King County census tracts. One census tract in South Tukwila for example had 542 eviction filings in the last eight years, despite having just 1,912 renter households in 2021.

³⁷⁷ Jurisdiction defined here as a city or a Census-designated place, which are the geographic boundaries the Census uses to differentiate unincorporated areas.

³⁷⁸ For a more detailed typology of types of evictions, and a description of how informal evictions differ from formal evictions, see New America’s report. Zainulbhai, S. and Daly, N. (2022, January 20). Informal Evictions: Measuring Displacement Outside the Courtroom. [LINK](#)

Figure 3: Eviction Filings from January 2015 to March 2023, by Census Tract

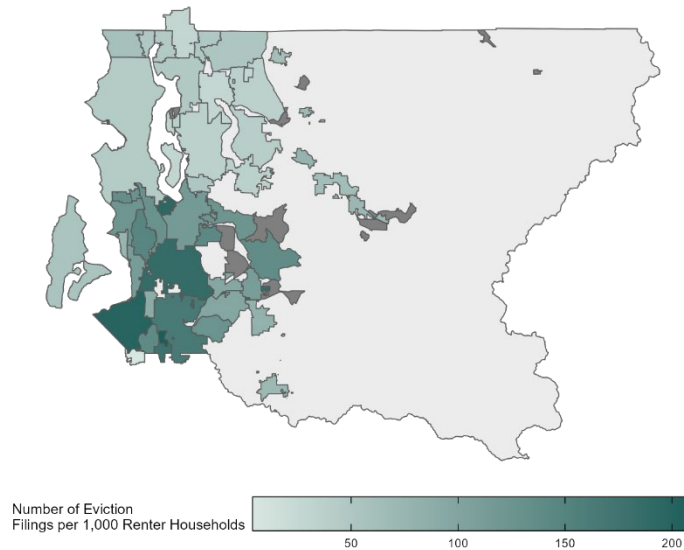
King County Evictions Database



As seen in the darker green areas of the map below, per capita eviction rates are highest in South King County jurisdictions, as seen in Figure 4. The jurisdictions with the top ten per capita eviction filing rates were all in South King County or rural Southeast King County.

Figure 4: Eviction Filings Per Capita from January 2015 to March 2023, by Jurisdiction

King County Evictions Database, 1-year 2021 ACS



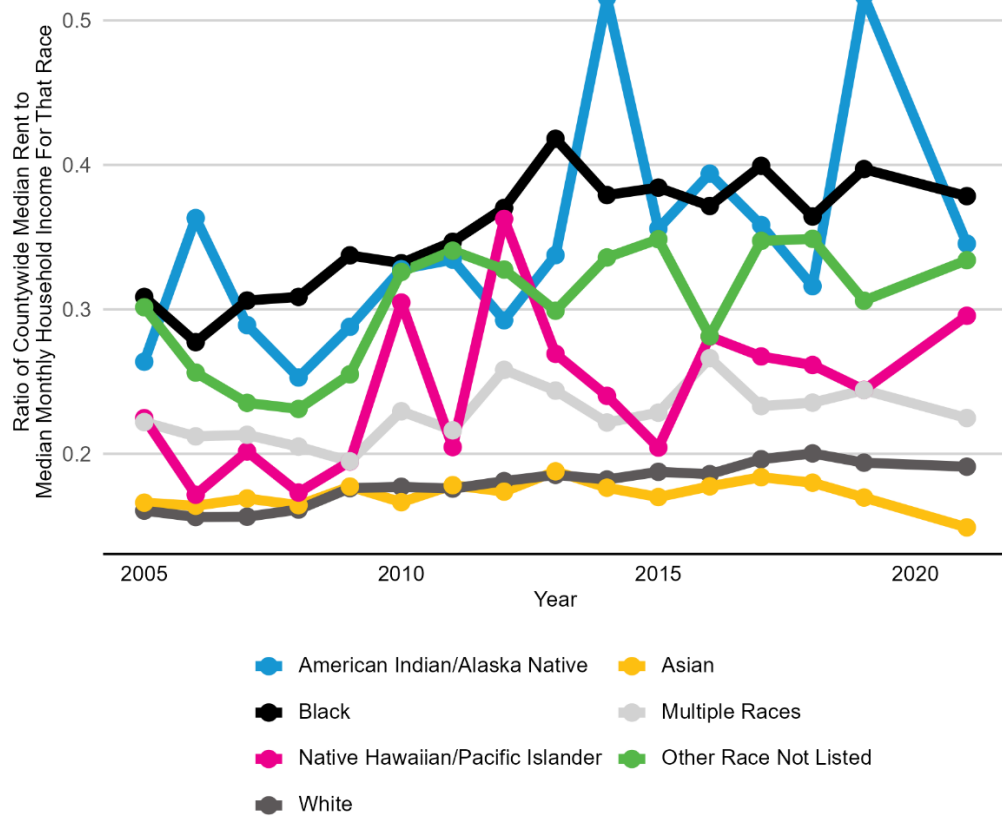
Note: Number of filings is for entire period of January 2015 to March 2023, while number of renter households is taken from 2021 ACS data. The total number of renter households in a jurisdiction in this 8 year period was higher than the number of renters in 2021, but data on the unique number of renter households over the 8 year period is not available.

Ratio of Median Rent to Median Household Income

Similar to cost burden, the ratio of median rent to median household income measures housing affordability. As this ratio increases, households must spend more of their income on rent, and thus are at greater risk of displacement. Figure 5 shows that this ratio varies greatly by race and over time, with the median American Indian/Alaska Native household having to spend more than half of their income on housing to afford the countywide median rent. Affordability has also decreased for multiple races in recent years, which can be seen by increasing ratios for Black, American Indian/Alaska Native, and Native Hawaiian/Pacific Islander households from 2005 to 2021.

Figure 5: Ratio of Countywide Median Rent to Median Monthly Household Income, by Race

1-year ACS, 2005 to 2021

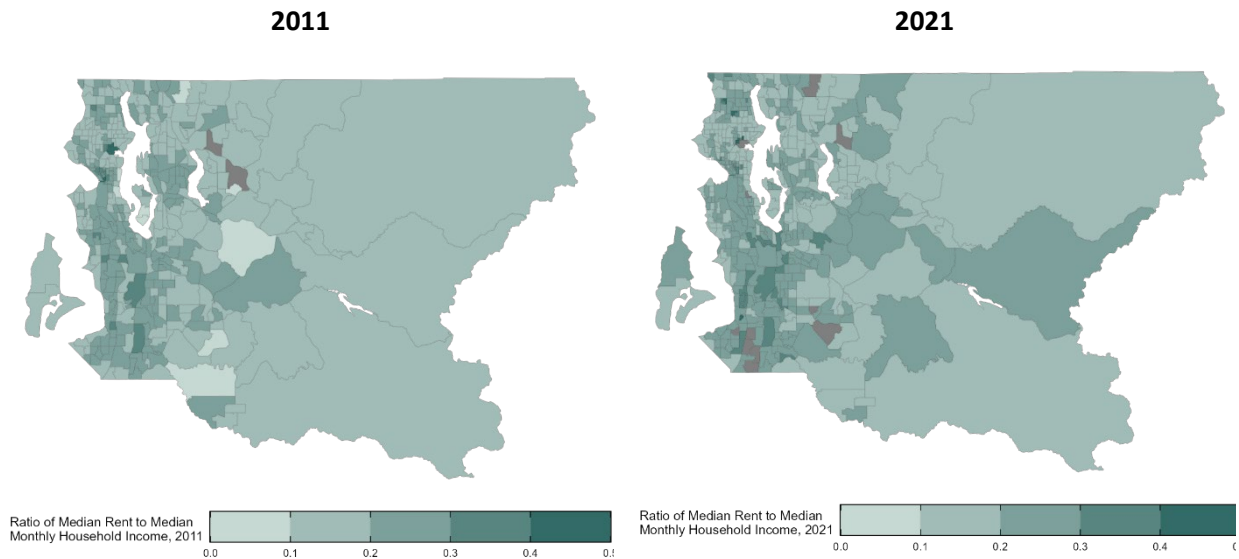


Note: No data available for 2020 due to data collection issues caused by the pandemic.

Figure 6 shows that affordability relative to income has worsened in many parts of King County between 2011 and 2021, with darker colors indicating areas where a greater portion of income goes towards housing costs. While many areas of South King County have seen the ratio of median rent to median household income worsen, parts of East and North King County, particularly more rural areas, have seen declines in affordability relative to incomes as well. Focus group participants spoke to the impact of increased rents on many factors that can impact whether a family stays in their community, with one participant saying “Naturally affordable housing is being renovated, being charged higher rents, and then people have to leave. Housing is so key for everything else: education, health, security, safety.”

Figure 6: Ratio of Median Rent to Median Monthly Household Income, by Census Tract

1-year ACS, 2011 and 2021



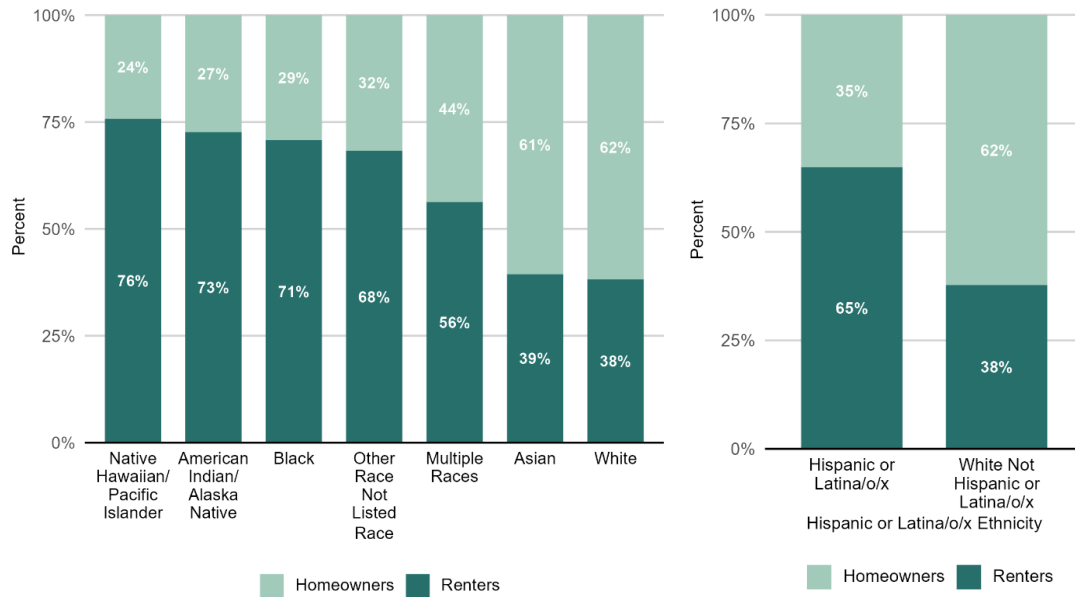
Tenure

Tenure, when combined with low household income and high rates of cost burden can indicate risk of displacement. Renters are susceptible to having to move due to the large increases in market-rate rents that King County has seen in the past ten years. While homeowners are also susceptible to foreclosure and increased property taxes as home values rise, this indicator focuses on the percentage of renter households as an indication of displacement risk. One focus group participant commented on the challenges Black households in Skyway face in buying homes and the impact this has on displacement, saying “Increases in rents and mortgages, plus the 2007 crash devastated lots of families. Given the choice between moving to Auburn/Puyallup or somewhere else, folks moved out of state, often to the South, where there were already Black communities, where they didn’t have to carve out a space for themselves. Inability to own homes pushed lots of people out.”

As seen in Figure 7, tenure rates vary greatly by race and ethnicity in King County, with White households being roughly twice as likely to be homeowners when compared to Native Hawaiian/Pacific Islander, American Indian/Alaska Native, and Black households. Hispanic or Latina/o/x households also have significantly lower rates of homeownership than White households.

Figure 7: Tenure, by Race and Hispanic or Latina/o/x Ethnicity

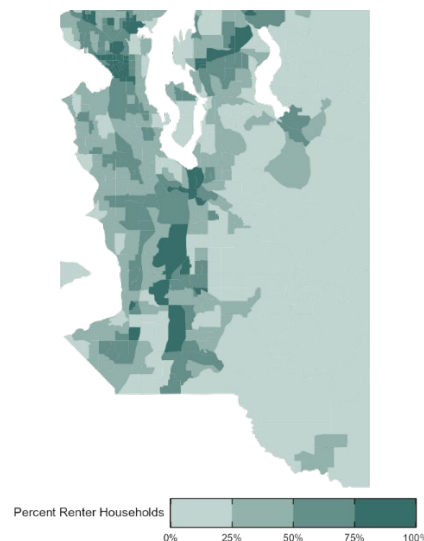
1-year ACS 2021



Given its higher cost burden rates and lower incomes, Figure 8 specifically examines tenure rates in South King County, where we see large variations in the number of renters in different areas. Large portions of Renton, South Tukwila, and East Federal Way all have rates of renting above 75 percent, as evidenced by the darker colors in the map below, which indicates that households in these jurisdictions are more susceptible to future market rate rent increases that may displace them.

Figure 8: South King County Percentage of Renter Households, by Census Tract

1-year ACS 2021



Foreclosures

Similar to evictions for renters, foreclosures represent clear indicator of displacement risk for homeowners as they require households to move due to inability to pay housing costs. Relative to eviction filings, there are a much lower number of foreclosures in King County per year (just over 4,600 foreclosures between 2015 and 2022, compared to over 28,000 eviction filings in the same time period), with significant declines in the number of foreclosures per year between 2015 and 2022. Figure 9 shows the location of foreclosures, with darker colors indicating areas with more foreclosures. There are relatively few foreclosures in Seattle and Bellevue, with most foreclosures occurring in South King County or rural areas of East King County.

Figure 9: Foreclosures, by Census Tract

King County Assessor's Office, 2015-2022

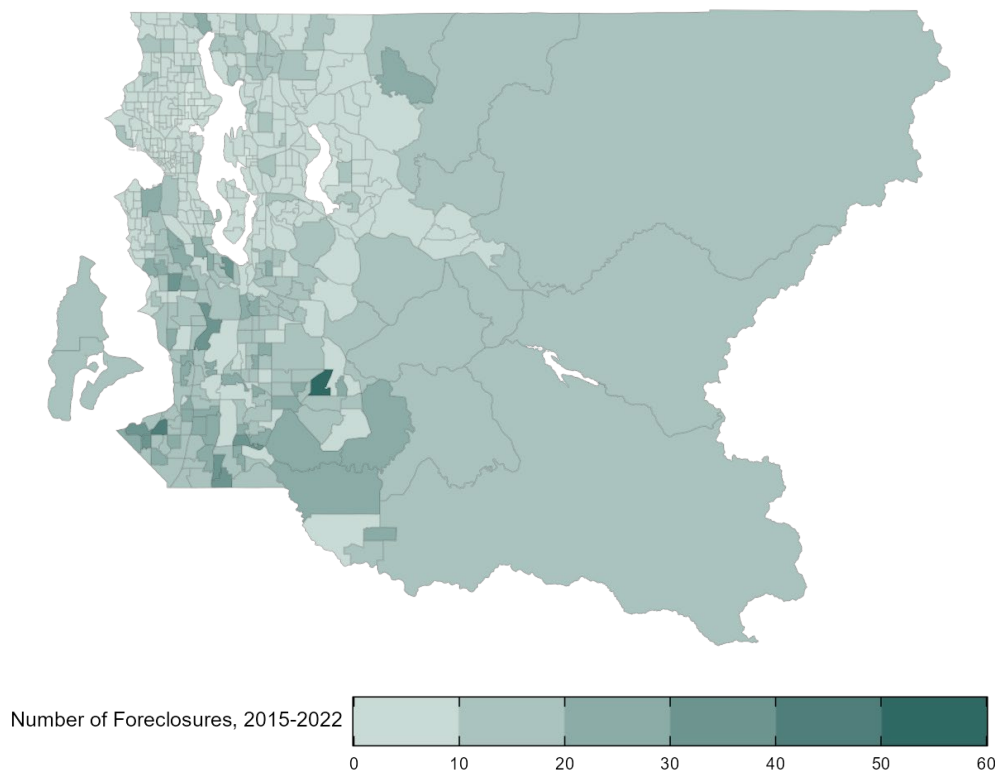
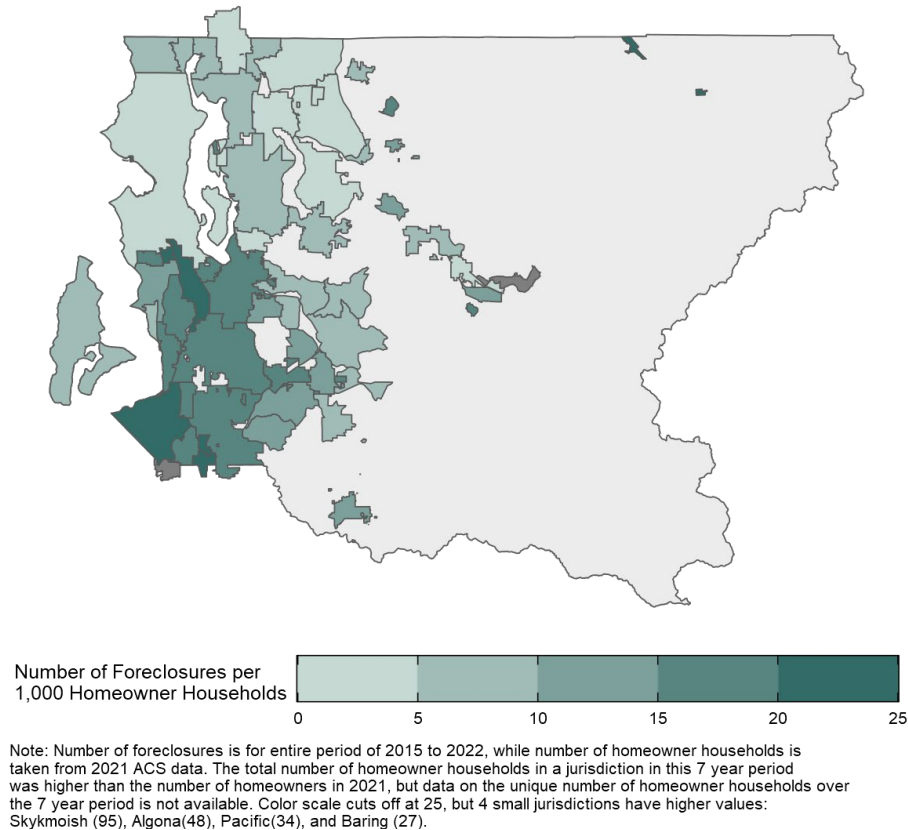


Figure 10 shows that, per capita, South King County jurisdictions have the highest foreclosure rates, with darker shaded jurisdictions indicating higher foreclosure rates per capita. Specifically, Tukwila, Pacific, and Federal Way having the highest rates amongst jurisdictions with more than 1000 homeowner households.

Figure 10: Foreclosures Per Capita, by Jurisdiction

King County Assessor's Office, 2015-2022, 5-year ACS 2021

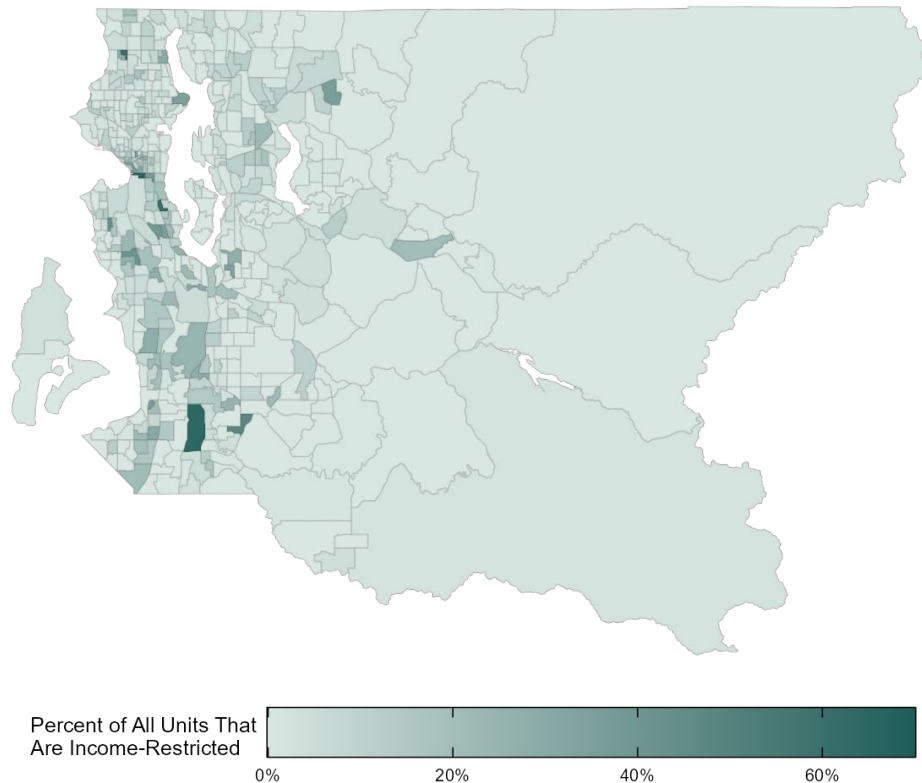


Proportion of Income-restricted Housing Units

The development of income-restricted housing helps mitigate displacement risk by providing stable, affordable housing that is not susceptible to rising market-rate rents. As seen in Figure 11, where darker colors indicate greater proportions housing that is income-restricted housing, while there are pockets of income-restricted housing across King County with concentrations in Seattle and South King County, in most areas, income-restricted housing makes up a very small portion of the total housing stock, with particularly little income-restricted housing in North and East King County. The greatest concentrations of income-restricted housing are in downtown Seattle, although there are areas in South King County, such as White Center and parts of Auburn that have neighborhoods with a relatively high portion of income-restricted units relative to their housing stock.

Figure 11: Percent of Housing Units That Are Income-restricted, by Census Tract

King County Income-restricted Housing Database, 5-year ACS 2017-2021



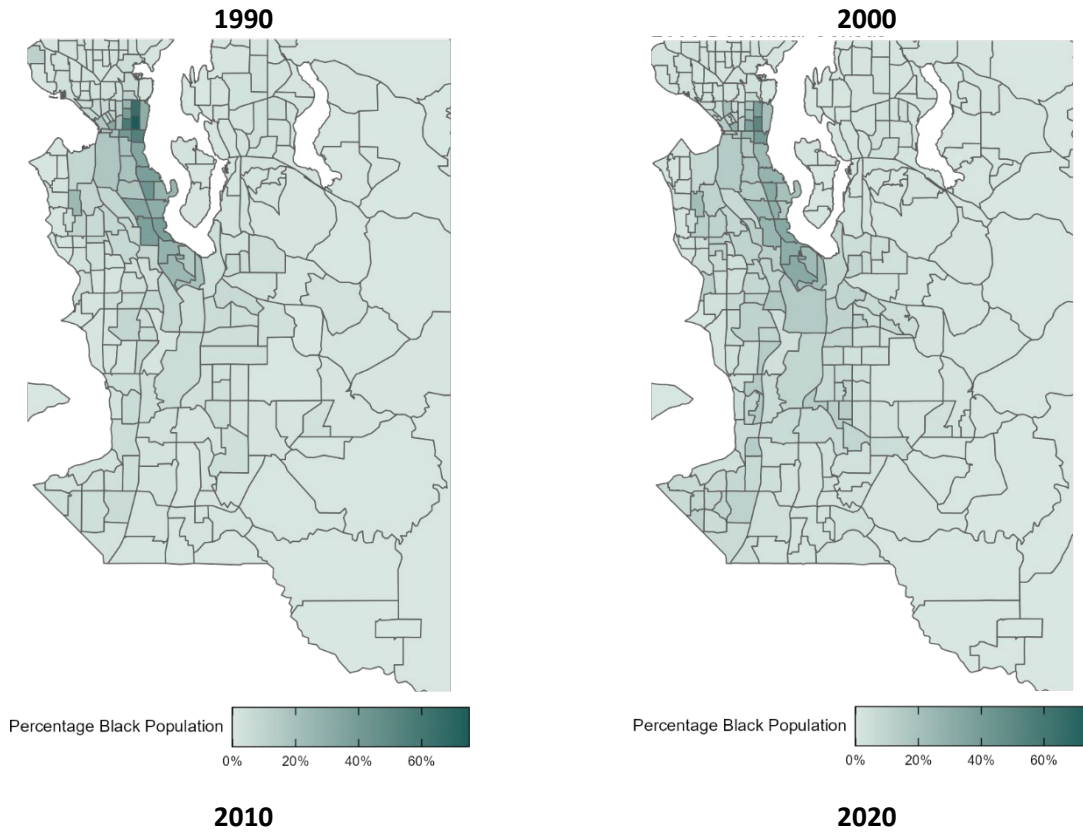
While income-restricted units mitigate the impacts of high market-rate rent increases for residents, many still struggle with cost burden. One focus group participant noted the lack of 0-50 percent AMI income-restricted units, saying “Lots of developers take advantage of tax credits to build income-restricted units at 60 or 80 percent AMI, but then it's still \$1,800 a month for a two-bedroom apartment. For an Uber driver or Amazon worker, when you compare take-home pay to even these 60 or 80 percent AMI rents, they are still cost-burdened.”

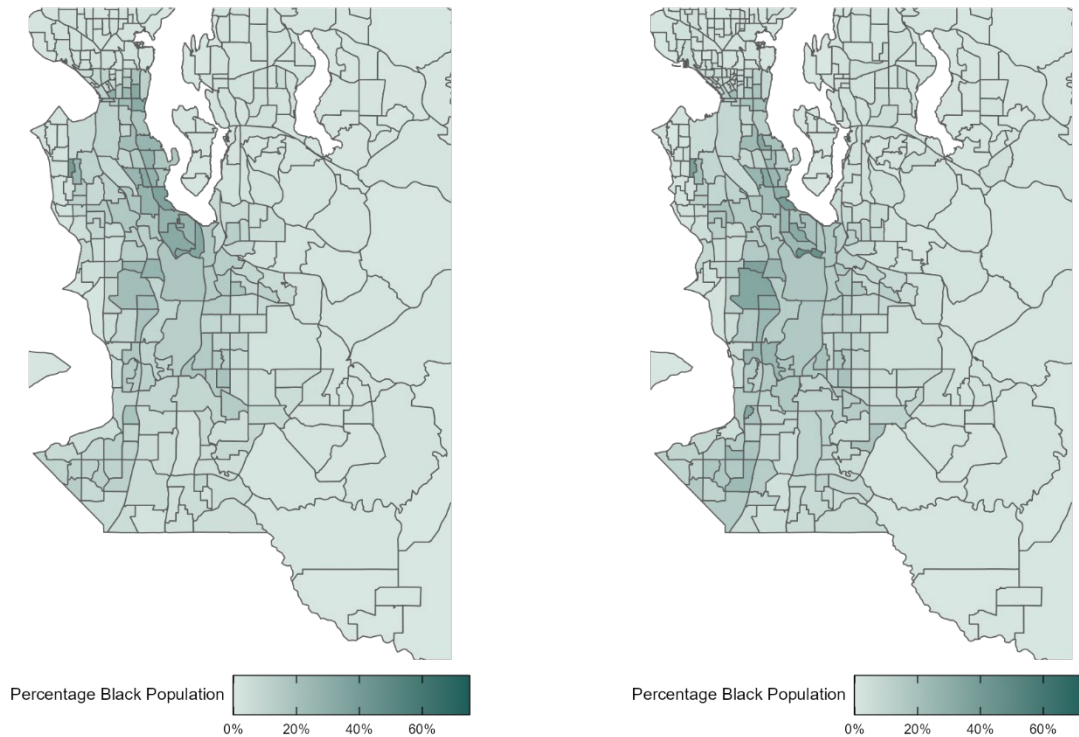
Demographic Changes

Changes in where communities live are one of the clearest indicators of not just displacement risk, but of where displacement has already occurred. One focus group participant noted the link between displacement and demographic change, saying “Part of the process of gentrification and displacement is you start to see your neighborhood stop reflecting who you are.” The link between displacement and demographic change can be seen clearest for Black households in Seattle and South King County. Darker colors in the maps below indicate a greater proportion of the population is Black. In 1990, King County’s Black population was concentrated in Seattle’s Central District and neighborhoods just south of the Central District, largely in areas that were historically redlined. In the past 30 years, as rents and home values have increased in these neighborhoods, many Black people have been displaced to areas further south, as seen in Figure 12.

Figure 12: South King County Black Population

Decennial Census, 1990, 2000, 2010, 2020





This displacement has also led to less geographically concentrated communities, with King County’s current Black population spread throughout a large portion of South King County. In 1990 there were six Census tracts where Black people made up over 40 percent of residents, all in Seattle. By 2020, there was only one, in Renton. Focus group participants and survey respondents highlighted the challenges this causes as Black communities move into areas farther from cultural institutions and community spaces, saying “There hasn’t been a lot of creation of cultural institutions in Skyway in the first place, when compared to the Central District. There aren’t beacons of Black establishments. It feels like the lack of investment is the issue. People live here but have to go out and engage in community in other places. But now we are the community, but still don’t have those institutions.”

Similar patterns have played out with regards to Asian and Pacific Islander communities as well, with displacement from South Seattle causing geographic dispersion throughout South King County. This indicates that community-based organizations serving these communities must increasingly serve a wider geographic area, a challenge that staff from community organizations shared in focus groups. One focus group participant noted the challenges this presents for the Somali community, saying “Like many others, the Somali community is being pushed further south, even in New Holly. You hear of people now living as far south as Puyallup. That moves them away from community centers, services, halal groceries, and their communities.”

List of Displacement Risk Indicators Recommended by CPW

Below is a list of the displacement risk indicators recommended by the CPW. Indicators are broken up into topic areas and sub-topics that were brainstormed by the CPW, with the EDI objective most closely tied to each topic listed below the topic. Within each indicator is a description of how that indicator connects to displacement risk, an expectation of how changes to that indicator would influence our understanding of displacement risk, and data sources that could be used to track that indicator.

Housing

EDI objective: “Increase stability and support resilience of residents in geographic areas and cultural communities experiencing displacement and areas where displaced households have relocated”

Homeownership

- Percent Homeownership
 - *Logic:* Higher percentage of homeowners reduces displacement risk as homeowners are less susceptible to having to move due to rising rental costs
 - *Expectation:* Communities with lower rates of homeownership will have higher rates of displacement
 - *Data Source(s):* American Community Survey
- Changes in home values
 - *Logic:* Rising home values make it harder for low-income households to afford homeownership, and increase property taxes for existing homeowners, increasing the likelihood households have to move to find affordable housing
 - *Expectation:* Areas with quickly rising home values will have higher rates of displacement
 - *Data Source(s):* American Community Survey, King County Assessor’s Office
- Ratio of median home value to median income
 - *Logic:* Even if home values are relatively affordable, if incomes aren’t high enough, then people can’t afford to buy a house, and thus are more susceptible to market-rate rent increases that can cause them to move to find more affordable rental housing, or move to areas with affordable homeownership opportunities
 - *Expectation:* Communities and areas with higher ratios of median home value to median income will have higher rates of displacement
 - *Data Source(s):* American Community Survey
- Foreclosure rates
 - *Logic:* Foreclosures cause households to have to move, turn homeowners into renters, and decrease the likelihood of homeownership in the future
 - *Expectation:* Communities and areas with higher foreclosure rates will have higher rates of displacement
 - *Data Source(s):* King County Assessor’s Office
- Redlining and racial covenants
 - *Logic:* Redlined neighborhoods and neighborhoods without racial covenants were the only areas where BIPOC households could live, but are now experiencing new development and rising prices that displace the communities that have historically lived in them
 - *Expectation:* Areas that were redlined or didn’t have racial covenants are more likely to experience displacement
 - *Data Source(s):* [Mapping Inequality](#)

Rental

- Cost Burden

- *Logic:* When a household is cost burdened (defined as a household paying more than 30 percent of their income on housing costs) it is more likely to move to an area with lower rent or to face foreclosure and eviction
- *Expectation:* Areas and communities with higher rates of cost burden are more likely to be displaced
- *Data Source(s):* Comprehensive Housing Affordability Strategy
- Ratio of median rent to median income
 - *Logic:* Even if rents are relatively affordable, if incomes aren't high enough then people are cost burdened, and thus are more susceptible to market-rate rent increases that can cause them to move to find more affordable rental housing
 - *Expectation:* Areas and communities with higher ratios of median rent to median income will have higher rates of displacement
 - *Data Source(s):* American Community Survey
- Rental vacancy rate
 - *Logic:* Lower vacancy rates increase competition for rental units, leading to higher rents and making it harder for renters to find housing, leading to displacement
 - *Expectation:* As vacancy rates increase, rates of displacement will increase
 - *Data Source(s):* American Community Survey
- Change in rental housing costs
 - *Logic:* High increases in rental housing costs cause tenants to move in order to find more affordable housing
 - *Expectation:* Areas with the fastest increases in rental housing costs will have higher rates of displacement
 - *Data Source(s):* American Community Survey, Comprehensive Housing Affordability Strategy

Diversity of housing options (rentals/homeownership/tiny homes/affordability/multi-generational)

- Unit size (i.e. studios, 1, 2, 3, 4+ bedrooms)
 - *Logic:* Inability to find affordable units that can accommodate larger family sizes cause families to have to move to areas with more affordable larger unit sizes
 - *Expectation:* Areas with less affordable units of higher unit sizes (3+ bedrooms) have higher rates of displacement
 - *Data Source(s):* American Community Survey
- Unit type (i.e. single family, multi-family, condo, townhouse)
 - *Logic:* A diversity of unit types that are affordable is needed to accommodate different family sizes and to provide homeownership opportunities so that certain family types don't have to move to find a suitably sized and affordable rental or homeownership units
 - *Expectation:* Areas with less affordable units of a wide variety of different unit types (particularly multi-family, condo, and townhomes) will have higher rates of displacement
 - *Data Source(s):* King County Assessor's Office
- Proportion of income-restricted housing units

- *Logic:* Income-restricted housing units provide more stability than market-rate rentals and, when available, decrease the likelihood that residents will have to move due to higher rents
- *Expectation:* Areas with lower proportions of their units that are income-restricted will have higher rates of displacement
- *Data Source(s):* King County Income-restricted Housing Database

Eviction/Tenant protection policies

- Number of major tenant protection policies in jurisdiction
 - *Logic:* Stronger tenant protection policies increases the chances for housing unstable residents to maintain their housing and stay in their existing neighborhood
 - *Expectation:* Jurisdictions with weaker tenant protection policies will have higher rates of displacement
 - *Data Source(s):* King County Regional Affordable Housing Dashboard
- Eviction rates
 - *Logic:* Evictions cause households to become homeless or have to move to more affordable areas, directly leading to displacement
 - *Expectation:* Areas with higher rates of eviction will have higher rates of displacement
 - *Data Source(s):* King County Evictions Database

Development pressures

- Permit applications
 - *Logic:* Areas with higher rates of new building construction permits indicate that developers expect real estate values to increase in the future, which can signal future increases in rent and home prices that can cause displacement
 - *Expectation:* Areas with increases in housing permit applications will have higher rates of displacement in the future
 - *Data Source(s):* Puget Sound Regional Council Residential Building Permit Survey

Economic

EDI objective: “Invest in strong, inclusive, and cooperative local economies”

Living and stable wages

- Household income
 - *Logic:* Residents with higher incomes have a lower chance of being displaced through increased housing costs pricing them out of their neighborhood
 - *Expectation:* Areas and communities with lower household incomes will have higher rates of displacement
 - *Data Source(s):* American Community Survey

Growing and thriving businesses

- Commercial evictions

- *Logic:* Higher rates of commercial evictions suggest that commercial rents are increasing to the point that businesses can't afford to remain in their existing neighborhood, removing economic and cultural anchors that are necessary for communities to stay in the areas they live
- *Expectation:* Areas with higher rates of commercial evictions will have higher rates of displacement
- *Data Source(s):* King County Evictions Database

Employment opportunities

- Unemployment rate
 - *Logic:* Higher rates of unemployment make it less likely for residents to be able to afford housing payments and stay in their existing neighborhood
 - *Expectation:* Areas and communities with higher rates of unemployment will have higher rates of displacement
 - *Data Source(s):* American Community Survey

Community

EDI objective: "Support Preservation and creation of cultural assets"

Community spaces

No readily available quantitative data, build out with qualitative data if possible

Demographic change/gentrification

- Race/ethnicity demographic changes
 - *Logic:* Areas that have historically had large BIPOC populations that are seeing decreases in BIPOC populations are likely areas that are experiencing or have already experienced displacement as households move
 - *Expectation:* Areas with large decreases in BIPOC populations are areas experiencing high rates of displacement
 - *Data Source(s):* Decennial Census, American Community Survey

Transportation

EDI objective: "Expand transportation mobility and connectivity while guarding against displacement"

Access to high-capacity/frequent transit

- Amount of income-restricted housing within ½ mile transit walksheds
 - *Logic:* Transit service is a community amenity that increases rents for market-rate rental and homeownership units, and without income-restricted housing near transit to moderate this, households will be displaced by higher housing costs
 - *Expectation:* Areas with high-capacity and frequent transit but very little income-restricted housing are likely to experience high rates of displacement
 - *Data Source(s):* King County Income-restricted Housing Database, King County Metro, Sound Transit

Health / Environment

EDI objective: “Advance healthy, livable communities with equitable quality-of-life outcomes”
Access/proximity to quality, culturally-relevant, and affordable healthcare

- Percent of population without healthcare insurance
 - *Logic*: Health insurance reduces the cost of a health emergency and lowers the chance of a financial crisis that could displace a resident from their existing neighborhood
 - *Expectation*: Communities with high uninsured rates will have higher rates of displacement
 - *Data Source(s)*: Behavioral Risk Factor Surveillance System
- Percent of population without a usual primary care provider
 - *Logic*: Primary care providers improve health outcomes and decrease the chance of a health emergency leading to a financial crisis that could displace residents
 - *Expectation*: Communities and areas with high rates of population without a primary care provider will have higher rates of displacement
 - *Data Source(s)*: Behavioral Risk Factor Surveillance System

Education

EDI objective: “Advance healthy, livable communities with equitable quality-of-life outcomes”
Culturally responsive education

No readily available quantitative data, build out with qualitative data if possible
Affordable early childhood education

No readily available quantitative data, build out with qualitative data if possible

Appendix G: Legislative Requirement Tracker

Legislative Requirements and Corresponding Report Sections

Legislative Requirement	Source	Corresponding Report Section
<p>The equitable development phase two plan, as requested by Motion 16062, should:</p> <ul style="list-style-type: none"> • Include objectives and strategies for reducing economic and racial disparities, by preventing residential, economic and cultural displacement and creating and preserving community stability 	<p>Ordinance 19712, Section 77, Proviso P1, A</p> <p>Motion 16062, D.1</p>	<p>IV. Report Requirements, Subsection D</p>
<ul style="list-style-type: none"> • Incorporate data of current and predicted future displacement risk and related metrics that should be used to determine programs and policies 	<p>Ordinance 19712, Section 77, Proviso P1, B</p> <p>Motion 16062, D.2</p>	<p>IV. Report Requirements, Subsection E</p> <p>Appendix F. King County Displacement Risk Indicators Report</p>
<ul style="list-style-type: none"> • Include metrics for monitoring and evaluating equitable outcomes 	<p>Ordinance 19712, Section 77, Proviso P1, C</p> <p>Motion 16062, D.3</p>	<p>IV. Report Requirements, Subsection F</p>
<ul style="list-style-type: none"> • Describe potential partnerships with community-based organizations, regional partners and other jurisdictions to establish the initiative program funding and policies countywide 	<p>Ordinance 19712, Section 77, Proviso P1, D</p> <p>Motion 16062, D.4</p>	<p>IV. Report Requirements, Subsection G</p>
<ul style="list-style-type: none"> • Identify potential funding options for the initiative 	<p>Ordinance 19712, Section 77, Proviso P1, E</p> <p>Motion 16062, D.5</p>	<p>IV. Report Requirements, Subsection H</p>
<ul style="list-style-type: none"> • Propose strategies to coordinate across county agencies and programs to advance initiative objectives 	<p>Ordinance 19712, Section 77, Proviso P1, F</p> <p>Motion 16062, D.6</p>	<p>IV. Report Requirements, Subsection I</p>

Legislative Requirement	Source	Corresponding Report Section
<ul style="list-style-type: none"> Identify a process for community outreach and collaboration with community-based organizations and other jurisdictions, with a particular focus on communities experiencing or at risk of displacement 	<p>Ordinance 19712, Section 77, Proviso P1, G</p> <p>Motion 16062, D.7</p>	<p>IV. Report Requirements, Subsection J</p>
<ul style="list-style-type: none"> Describe how the process will use the "community directs action" level of engagement as outlined in the office of equity and social justice's community engagement guide 	<p>Ordinance 19712, Section 77, Proviso P1, H</p> <p>Motion 16062, D.8</p>	<p>IV. Report Requirements, Subsection K</p>
<ul style="list-style-type: none"> Propose next steps, including a timeline, that would be needed to implement the initiative, including legislation 	<p>Ordinance 19712, Section 77, Proviso P1, I</p> <p>Motion 16062, D.9</p>	<p>IV. Report Requirements, Subsection M</p>
<ul style="list-style-type: none"> Include a recommendation the duties and responsibilities of a permanent advisory board to implement the initiative. The permanent advisory board should be comprised of four representatives selected by the executive and one representative selected by each councilmember, and appointments should emphasize Black, indigenous and people of color and those most impacted by displacement pressures. The board shall be compensated for their participation 	<p>Ordinance 19712, Section 77, Proviso P1, J</p> <p>Motion 16062, D.10</p>	<p>IV. Report Requirements, Subsection L</p>
<p>Planning and creation of the initiative shall be completed in partnership with a planning workgroup comprised of community membership emphasizing Black, indigenous and people of color leadership and broad geographic representation, who are appointed by the executive in consultation with the council using an open application process. Consideration should be given to individuals with lived experience or expertise relevant to the initiative. Appointees shall be compensated for their participation.</p>	<p>Motion 16062, A.2</p>	<p>III. Background, Report Methodology</p> <p>Appendix B. Community Planning Workgroup</p>

Legislative Requirement	Source	Corresponding Report Section
<p>The initiative shall be countywide in scope. The planning workgroup is requested to make recommendations to the Executive and the Council regarding how to prioritize the initiative's work in unincorporated area communities, particularly historically marginalized communities, consistent with King County's responsibility as the unincorporated local government.</p>	<p>Motion 16062, A.3</p>	<p>IV. Report Requirements, Subsection B</p>
<p>The initiative should be guided by a framework with the following principles:</p> <ul style="list-style-type: none"> – Advances economic mobility and opportunity for residents – Prevents residential, commercial and cultural displacement – Builds upon and protects local cultural assets that anchor communities – Supports organizational capacity building – Promotes transportation mobility and connectivity – Enable equitable access for all communities 	<p>Motion 16062, A.4</p>	<p>III. Background, King County Equitable Development Initiative Phase 1 Implementation Plan</p> <p>IV. Report Requirements, Subsection D</p>
<p>Any new focus or framework principles adopted by this motion shall not apply to the Best Starts Capital Grants Program. The workgroup and executive are requested to recommend how the initiative, if adopted and implemented, would inform and collaborate with the Best Starts Capital Grant Program, consistent with the previously adopted grant criteria in the Best Starts for Kids implementation plan.</p>	<p>Motion 16062, B</p>	<p>IV. Report Requirements, Subsection B</p>

Legislative Requirement	Source	Corresponding Report Section
<p>The executive should electronically file phase 2 of the plan, as well as any necessary legislation to establish the equitable development initiative, no later than June 30, 2023, with the clerk of the council, who shall retain an electronic copy and provide an electronic copy to all councilmembers, the council chief of staff and the lead staff for the mobility and environment committee, or its successor. The plan should be accompanied by a proposed motion that should accept the plan.</p>	<p>Motion 16062, F</p>	<p>IV. Report Requirements, Subsection M</p> <p>Accompanying motion</p>