



# Administration and Finance Committee Minutes

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January 12, 2023  
 4:00 PM  
 \*Hybrid Meeting\*  
 Virtual/Council Chambers

Commence: 4:05 PM  
 Adjourn: 5:35 PM

Committee Members:	Present	Absent
Councilmember Takele Gobena, Chair	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Deputy Mayor Senayet Negusse	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Councilmember Iris Guzmán	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Other Council Members Present: Peter Kwon

Staff Coordinator: Gwen Pilo, Finance & Systems Director

1. Call to Order	<i>Deputy Mayor Senayet Negusse called the meeting to order at 4:05 PM.</i>
2. Public Comment	<i>None.</i>
3. Review of the Minutes	<p><u> X </u> Recommended for Approval</p> <p><i>A copy of the 12/08/2022 minutes were provided to the committee for review. The committee approved the minutes as presented.</i></p>
4. Council/City Manager Travel Approval	<p><u> X </u> Recommended for Approval</p> <p><i>Executive Assistant Lesa Ellis presented the following items for approval:</i></p> <ol style="list-style-type: none"> <li><i>1. Pre-approval for Councilmember Kwon            AWC Action Days            Transportation: \$63            Registration: \$100            Total: \$163</i></li> </ol> <p><i>The committee voted to approve.</i></p> <ol style="list-style-type: none"> <li><i>2. Pre-approval for Councilmember Kwon            NLC Congressional City Conference            Lodging: \$2,000</i></li> </ol>

	<p><i>Meals: \$100 Transportation: \$820 Registration: \$700 Total: \$3,620</i></p> <p><i>The committee voted to approve.</i></p> <p><i>3. Pre-approval for Councilmember Guzmán NLC Congressional City Conference Lodging: \$2,000 Meals: \$100 Transportation: \$820 Registration: \$700 Total: \$3,620</i></p> <p><i>The committee voted to approve.</i></p> <p><i>4. Pre-approval for Councilmember Egal NLC Congressional City Conference Lodging: \$2,000 Meals: \$100 Transportation: \$820 Registration: \$700 Total: \$3,620</i></p> <p><i>The committee voted to approve.</i></p>
<p>5. Gordon Thomas Honeywell State &amp; Federal Lobbying Contract Renewal</p>	<p><u>X</u> Recommended for Approval</p> <p><i>Government Relations and Communications Manager Kyle Moore presented to the committee a proposed contract renewal with Gordon Thomas Honeywell (GTH) for its state and federal lobbyists. The City has contracted with GTH since 2012. The budget for these contracts was included and approved as part of the 2023-2024 biennial budget. The committee recommended this item for approval, and it will be presented on the Consent Agenda at the January 24<sup>th</sup> Regular Council Meeting.</i></p>
<p>6. Custodial Contract</p>	<p><u>X</u> Recommended for Approval</p> <p><i>Facilities Manager Brian Ruda presented to the committee a proposed contract with Top to Bottom Janitorial to provide custodial services for the City. The City has worked with this vendor in the past. The committee recommended this item for approval, and it will be presented on the Consent Agenda at the January 24<sup>th</sup> Regular Council Meeting.</i></p>

<p>7. Amending SeaTac Municipal Code 2.15 related to Citizen Advisory Committees</p>	<p><u>X</u> Recommended for Approval (amended)</p> <p><i>City Clerk Kristina Gregg presented to the committee a proposed Ordinance amending sections of SeaTac Municipal Code 2.15 related to Citizen Advisory Committees, Commissions, and Boards following direction given to staff related to Citizen Advisory Committees. The committee did not recommend approval for moving Human Services funding recommendations to the Planning &amp; Economic Development (PED) committee. The committee did recommend sunsetting the Sidewalk Advisory Committee (SAC), as presented. The committee recommended this modified item for approval, and it will be presented on the Consent Agenda, as amended, at the January 24<sup>th</sup> Regular Council Meeting.</i></p>
<p>8. Lease Agreement between Polaris &amp; SeaTac for Police Department Community Substation</p>	<p><u>X</u> Recommended for Approval</p> <p><i>Senior Management Analyst Brion Humenay presented to the committee a proposed lease agreement with Sunset Management Inc. for a Police substation within the Polaris Development. The agreement was previously reviewed at the A&amp;F Meeting on December 8<sup>th</sup>, 2022, and required clarification of lease details. The committee recommended this item for approval, and it will be presented on the Consent Agenda at the next Regular Council Meeting.</i></p>
<p>9. ILA: Electrical Permit Services with Normandy Park</p>	<p><u>X</u> Recommended for Approval</p> <p><i>Community and Economic Development Director Evan Maxim presented to the committee a proposed temporary Interlocal Agreement (ILA) with the City of Normandy Park for the City of SeaTac to provide electrical permitting services to Normandy Park. The proposed agreement would provide these services on a temporary basis while the cities explore whether a more permanent ILA is warranted and desirable. There is no budget impact as Normandy Park would collect permit fees for all electrical permitting services and pay SeaTac at the rate established by the City's Fee Schedule. The committee recommended this item for approval, and it will be presented as an Action Item at a future Regular Council Meeting.</i></p>
<p>10. December Investment Report</p>	<p><u>X</u> Informational Update</p> <p><i>Finance &amp; Systems Director Gwen Pilo presented the December 2022 Portfolio Analysis Report.</i></p>
<p>11. Adjourn</p>	<p><i>Deputy Mayor Senayet Negusse adjourned the meeting at 5:35 PM.</i></p>

## Pre-approval or final approval of City Council and City Manager travel related expenses

March 9, 2023

**NLC City Summit, Kansas City, MO  
Nov 17-19, 2022**

Peter Kwon	A&F Date 5/12/22 Pre-Approval - Budgeted Amount PP	A&F Date 7/14/22 Expenses	A&F Date 9/8/22 Expenses	A&F Date 12/8/22 Expenses	A&F Date 3/9/2023
Lodging	1800				1251.55
Meals	320				
Transportation	725		\$379.53	161.14	
Registration	700	610			
<b>Total</b>	<b>\$3545</b>	<b>\$610</b>	<b>\$370.53</b>	<b>\$161.14</b>	<b>\$1251.55</b>

**AWC Action Days  
February 15-16, 2023  
Olympia Hotel at Capitol Lake**

In the past, the conference hotel was NOT eligible for a one-night hotel stay, because the distance was not 45 or more miles from city hall as outlined in the travel policy. This year's location is 49.8 miles from city hall. Lodging will need to be absorbed in the overall city council budget. Approximately \$200.

Peter Kwon	A&F Date 1/12/23 Pre-approval Budgeted Amount	A&F Date 3/9/2023
Lodging	<i>Will need to be absorbed</i>	88.31
Meals		
Transportation (mileage)	63	65.24
Registration	100	200.00
<b>Total</b>	<b>\$163</b>	<b>\$353.55</b>

**NLC Congressional City Conference  
March 23 – 28, 2023  
Washington DC**

**Peter Kwon, Iris Guzmán, Mohamed Egal**

<b>Peter Kwon</b>	A&F Date 1/12/23 Pre-approval Budgeted amount	A&F Date 3/9/2023	A&F Date
Lodging	2000		
Meals	100		
Transportation	820	686.80	
Registration (early bird)	700	650.00	
<b>Total</b>	<b>\$3,620</b>	<b>\$1336.80</b>	

<b>Iris Guzmán</b>	A&F Date 1/12/23 Pre-approval Budgeted amount	A&F Date 3/9/2023	A&F Date
Lodging	2000		
Meals	100		
Transportation	820	609.41	
Registration (early bird & first-time attendee discount)	700	515.00	
<b>Total</b>	<b>\$3,620</b>	<b>\$1124.41</b>	

<b>Mohamed Egal</b>	A&F Date 1/23/23 Pre-approval Budgeted amount	A&F Date 3/9/2023	A&F Date
Lodging	2000		
Meals	100		
Transportation	820	595.70	
Registration	700	650.00	
<b>Total</b>	<b>\$3,620</b>	<b>\$1245.70</b>	

**ESRI Conference  
July 9-14, 2023  
San Diego, CA**

The city received two complimentary registrations. This opportunity was not budgeted, but can be absorbed in the CMO budget.

<b>Carl Cole</b>	A&F Date 3/9/23 Pre-approval	A&F Date 3/9/2023 Expenses	A&F Date
Lodging - prepaid	2200	2176.48	
Meals	0		
Transportation	600	587.80	
Registration	0		
<b>Total</b>	<b>\$2,800</b>	<b>\$2,764.28</b>	

**Port of Seattle and Airport Cities  
StART Fly-in to DC  
April 25-27, 2023**

**This was an unbudgeted trip, but necessary.**

The Port staff is coordinating flights, hotels and meetings.

Councilmember Egal and Kwon are the mayor's council designees, they will be traveling with Kyle Moore from city staff.

<b>Mohamed Egal</b>	A&F Date 3/9/23 Pre-approval	A&F Date 3/9/2023 Expenses	A&F Date
Lodging	900	832.45	
Meals	192		
Transportation	1100	857.81	
Registration	0		
<b>Total</b>	<b>2192</b>	<b>\$1,690.26</b>	

<b>Peter Kwon</b>	A&F Date 3/9/23 Pre-approval	A&F Date 3/9/2023 Expenses	A&F Date
Lodging	900		
Meals	192		
Transportation	1100	1097.79	
Registration	0		
<b>Total</b>	<b>2192</b>	<b>1097.79</b>	

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Senayet Negusse, Chair



# MEMORANDUM

To: Administration and Finance Committee  
From: Brian Tomisser, Acting Parks and Recreation Director  
Date: March 9, 2023  
Re: Recreation Leader 3 Positions

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**Purpose:**

To amend the 2023-2024 budget to allow for the hiring of five Recreation Leader 3 (Rec 3) positions to work with youth, teen, and senior programs. These new positions would be represented part-time positions.

**Background:**

For over twenty years, the City has operated successful after school programs for youth (elementary aged) and teens through the Parks and Recreation Department. Staffing, while at times challenging, has never caused us to turn away families or participants prior to 2020. Over the past three years, we have had to turn away many participants due to our inability to find staff. For example, we recruited for Recreation Leader 2 positions to work at the Valley Ridge Teen Center for the entirety of the 2021-2022 school year and received no qualified candidates. Currently, we have programs open at Bow Lake Elementary and Chinook Middle School; however, the Valley Ridge Teen Center remains closed, and the Bow Lake program has turned away dozen of families due to insufficient staffing. The impact is especially significant to SeaTac families, as the City provides a scholarship program for residents. If we are unable to serve families due to lack of staffing, they then must find other alternatives that are often more costly.

**Summary:**

These new Rec 3 positions would improve recruitment and retention while allowing for program enhancement and expansion.

The Rec 3 positions would be represented, will have pro-rated medical and leave benefits, and work up to 29 hours per week. By comparison, our current Recreation Leaders 1 and 2 are not represented, have no benefits other than Washington State sick leave, and can only work up to 19 hours per week.

The new Rec 3 positions will allow our Recreation Program Specialists to expand programming to underserved populations. New program areas could include increased preschool offerings, home school classes, adaptive recreation, and apartment-based programs. Currently our Recreation Program Specialists have to be on site at the after-school programs due to the shortages and the inexperience of the staff that we have hired. Rec 3's will be more experienced and will be able to effectively oversee the program sites. They will also be working more hours, allowing us to expand programs during the day and evenings for families.

In addition to our youth and teen programs, we would also add a Rec 3 to our senior programs. This would replace a current Recreation Leader 2 position, allowing for more consistency and quality for our senior population.

**Budget Impact:**

After removing several variable positions from the budget, and reclassifying one preschool instructor position, the impact to the 2023 budget for all five positions would be an increase of \$82,606. The increase in 2024 would be \$143,140. These numbers do not include any new revenue we will bring in by increased program offerings and our ability to serve more families. We anticipate an increase in revenue of at least \$25,000 per year to help offset these expenditures.

**Committee Action Requested**

Staff is recommending to the Committee to approve the hiring of these five Recreation Leader 3 positions and the needed budget amendment. Staff additionally requests forwarding this to the full Council for consent agenda approval at the regular City Council meeting on March 14, 2023.



## City of SeaTac Decision Card

<p><b>Title:</b> Recreation Leader 3  <b>Fund(s):</b> General Fund (001)  <b>Amount:</b> \$ 225,746</p>	<p><b>Department:</b> Parks and Recreation  <b>Director:</b> Brian Tomisser  <b>Program:</b> Recreation  <b>Date Prepared:</b> 01/20/2023  <b>Preparer:</b> Brian Tomisser</p>
<p><b>Mandatory?</b> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p>	

**Description:** *(Provide a brief overview of what is being requested)*

Requesting adding five new Recreation Leader 3 positions to help stabilize recreation programs. Two of these positions would work at the childcare site at Bow Lake Elementary. Two of them would work at the after school Teen Center, and one would work with senior programs.

**Justification:** *(Explain why this is being requested and/or how the request will benefit the City):*

Due to the extreme difficulty in hiring variable staff, we are requesting using funds currently designated for Recreation Leader 2 positions, as well as a preschool instructor position to create five new represented Recreation Leader 3 positions. Over the last year, our childcare program has been approximately 50% full and many SeaTac families have been turned away, due to the inability to hire Recreation Leader 2 staff. Additionally, we have not received one qualified Recreation Leader 2 position in the last year to work with our teens after school, which resulted in our Teen Center remaining closed for the entire last school year.

By increasing these Recreation Leader 2 positions to Recreation Leader 3 positions we will be stabilizing our youth, teen and senior programs, and allowing us to expand our programming to offer new programs throughout the day for preschool and home school students. The revenue brought in by these additional programs will help offset the costs of the positions.

Important to note that the expenditure numbers below reflect the removal of several Recreation Leader 2 and one preschool instructor positions from the budget.

**Alternatives:** *(List possible alternatives and/or risks if funding is not approved):*

Continue to recruit Recreation Leader 2 positions.

**City Goal:** *(Identify how this request works towards the City's Goals):*

Build Effective and Accountable Government and Increase Connectivity and Safety.

**Funding Detail:**

	Fund(s)/Source	2023 Amount	2024 Amount
<b>Expenditures:</b>			
One-Time Costs			
On-Going Costs	General Fund	82,606	143,140
<b>Total Expenditures</b>		<b>\$ 82,606</b>	<b>\$ 143,140</b>
<b>Revenues:</b>			
Grant <i>(Identify Grant)</i>			
Other <i>(Identify)</i>	Preschool and Homeschool Classes	20,000	25,000
<b>Total Revenues</b>		<b>\$ 20,000</b>	<b>\$ 25,000</b>
<b>Total Request (Net):</b>		<b>\$ 62,606</b>	<b>\$ 118,140</b>

# New Position Request Worksheet

*(Required for all decision cards requesting a new position)*

**Title of Associated Decision Card:** Recreation Leader 3

**Position Title** *(Provided by HR)* : Recreation Leader 3

**Salary Range** *(Provided by HR)* : 25

**Limited Term Position? (Y/N)** N

**Primary Duties/Responsibilities:**

The Recreation Leader 3 position provides in-ratio leadership at the youth, teen, and senior programs.

Under the supervision of a Recreation Supervisor, this position creates and implements recreational activities to ensure that they are safe, proper, and appropriate; directs the work of recreation leaders; prepares program facilities for use; provides a variety of clerical and office support duties; provides information and assistance to the general public and drives a 14 seat passenger van.

	2023	2024
Total Salary <i>(provided by Finance)</i>	121,567	160,402
Total Benefits <i>(provided by Finance)</i>	115,297	149,183
<b>Subtotal Salary and Benefits</b>	<b>\$ 236,864</b>	<b>\$ 309,585</b>

BARS			
Office Supplies	XXX.XX.31.008	0	0
Uniform & Safety Clothing	XXX.XX.31.018	250	250
Office Furniture & Equipment Computer & Hardware Telephone	XXX.XX.35.000	0	0
Cell Phone Purchase	301 FUND	0	0
Cell Phone Service Charges	XXX.XX.35.000	0	0
Software Subscriptions	XXX.XX.42.028	0	0
Training & Conferences	XXX.XX.49.053	0	0
Lodging	XXX.XX.43.031	0	0
Meals	XXX.XX.43.032	0	0
Transportation	XXX.XX.43.033	0	0
Registration	XXX.XX.49.061	0	0
Vehicle			
Vehicle Purchase	501 FUND	0	0
Equipment Rental Charges <i>(provided by Public Works)</i>	XXX.XX.45.002	0	0

Other *(specify)* :

<b>Subtotal Associated Costs</b>	<b>\$ 250</b>	<b>\$ 250</b>
<b>TOTAL:</b>	<b>\$ 237,114</b>	<b>\$ 309,835</b>

### Supplemental Info Worksheet

Revenue:	BARS# (if known)	2023	2024
		Amount	Amount
New Programming		20,000	25,000
<b>Total</b>		<b>\$ 20,000</b>	<b>\$ 25,000</b>
<b>Expenditures:</b>			
New Employees X 5	Various	236,865	309,585
Employee Reduction	Various	-154,309	-166,695
Supplies	Various	250	250
<b>Total</b>		<b>\$ 82,806</b>	<b>\$ 143,140</b>

Date: 3/9/2023  
To: Administration and Finance (A&F) Committee  
From: Evan Maxim, CED Director  
Subject: Human Services Manager: Decision Card

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### **Summary**

The City is recommending the creation of a Human Services Manager position in the attached decision card. If approved, this position will be responsible for:

- Accessing new human services funding from regional, state, and federal sources.
- Increasing the SeaTac's capacity to provide human services in existing and new programs.
- Developing a long-term human services strategy for SeaTac.

Staff is seeking a recommendation to create the Human Services Manager position from the A&F committee.

### **Analysis**

The SeaTac human services programs are currently administered by a single position, the Human Services Coordinator. This position is currently focused on the 1) Minor Home Repair, funded by Community Development Block Grant money, 2) Rental Assistance, funded by state sales tax monies, and 3) SeaTac human services contracts, funded through by the city. In addition to this work, the Human Services Coordinator also provides community support in emergency situations. The Human Services Coordinator is primarily focused on operational duties. By contrast, the Human Services Manager position would focus on developing and implementing a strategic approach to growing SeaTac's human services programs.

The Human Services Manager will be responsible for:

1. Collaborating with regional, state, and federal organizations to secure additional resources and funding for human services programs to support the SeaTac community.
2. Supporting the existing Human Services Coordinator position by providing additional capacity for the administration of existing and new human service programs.
3. Working with other staff and the City Council to develop long-term strategies for the provision of human services to the SeaTac community.

There is increased focus on providing supportive human services nationally, at the state level, and in our region. As additional resources and funding opportunities have been created, additional regulations and requirements have been established. The Human Services Manager position will take a leadership role in working with other agencies and organizations, seeking additional resources, and taking any necessary actions (e.g. adopting new regulations or administrative approaches) necessary to allow SeaTac to successfully compete for funding.

By creating the Human Services Manager position, the City will also have more capacity to manage and increase the efficiency of providing existing human services. The Human Services Manager will work with the Human Services Coordinator to provide increased insight into the existing human service programs and the portions of the SeaTac community served by each program. This increased insight will allow for administrative process improvements and efficiencies and will allow the City Council more insight into whether the city is achieving desired goals.

**Budget Significance**

The proposed Human Services Manager would be funded out of the General Fund. The City anticipates expending \$129,026 in 2023 and \$178,053 in 2024 – please see attached decision card for more detail.

**A&F Committee Direction**

Staff is requesting that the A&F committee recommend approval of the Human Services decision card to the City Council on the Consent Agenda.

**Alternative(s)**

If this position is not filled, the Human Services program will continue to be supported with the existing Human Services Coordinator position. The City will not be able to expand its human services programs further and may not be able to develop a strategic approach.

**Packet Materials**

Human Services Decision Card

## City of SeaTac Decision Card

<p><b>Title:</b> Human Services Manager</p> <p><b>Fund(s):</b> General Fund (001)</p> <p><b>Amount:</b> \$ 307,079</p> <p><b>Mandatory?</b> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p>	<p><b>Department:</b> CED</p> <p><b>Director:</b> Evan Maxim</p> <p><b>Program:</b> Human Services</p> <p><b>Date Prepared:</b> 02/22/2023</p> <p><b>Preparer:</b> Evan Maxim</p>
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**Description:** *(Provide a brief overview of what is being requested)*

Create a Human Services Manager position to manage the Human Services Division and increase the capacity of the City to provide human services to the SeaTac community. It will also allow the City to develop its human services strategy and pursue additional funding (e.g. existing federal or state grants).

**Justification:** *(Explain why this is being requested and/or how the request will benefit the City):*

See attached.

**Alternatives:** *(List possible alternatives and/or risks if funding is not approved):*

Continue with the current staffing. The staff currently struggles to keep up with the current workload, and it is possible existing services may be affected. The City will not be able to expand its human services programs further and may not be able to develop a strategic approach.

**City Goal:** *(Identify how this request works towards the City's Goals):*

This decision card supports "Build Effective & Accountable Government" goal. The Human Services Manager would provide direct oversight and management support to the existing Human Services programs, including the Minor Home Repair and Rental Assistance programs. This position also supports the "Create & Preserve Housing" by supporting SeaTac's ability to engage regionally and strategically to address housing needs.

**Funding Detail:**

	Fund(s)/Source	2023 Amount	2024 Amount
<b>Expenditures:</b>			
One-Time Costs	General Fund (001)	6,000	
On-Going Costs	General Fund (001)	123,026	178,053
<b>Total Expenditures</b>		<b>\$ 129,026</b>	<b>\$ 178,053</b>
<b>Revenues:</b>			
Grant <i>(Identify Grant)</i>			
Other <i>(Identify)</i>			
<b>Total Revenues</b>		<b>\$ 0</b>	<b>\$ 0</b>
<b>Total Request (Net):</b>		<b>\$ 129,026</b>	<b>\$ 178,053</b>

The Human Services Manager position is needed to support and grow SeaTac's human services programs by accessing ever-expanding opportunities for funding and partnerships that address SeaTac's needs. The creation of this position will expand the City's approach from the administration of existing programs into a strategic approach intended to respond to a growing awareness of the increased need for human services that addresses our community needs.

The COVID-19 pandemic harmed a significant portion of the SeaTac community, increasing the need for supportive human services. The Human Services Manager position will be responsible for 1) accessing new human services funding at the regional, state, and federal level in collaboration with the new Finance & Systems' grant administrator, 2) increasing the City's capacity to provide human services in existing and new program endeavors, and 3) developing a long-term human services strategy for SeaTac.

Looking past the crush of needs prompted by the pandemic, the SeaTac community should anticipate an ongoing need to dedicate more resources to human services. At all levels of government, awareness of the need for human services is increasing, which has led to the creation of regional, state, and federal programs and funding for human services. This position would seek to increase SeaTac's access to these programs and funding streams to provide increased human services support to the SeaTac community. This position will allow SeaTac to have a "seat at the table" at various staff leadership levels to advocate for thoughtful, sustained support of human services that benefit our community and bring any policy decisions forward to the City Council.

Historically, the City has had a single human services position administering programs on behalf of SeaTac. During the pandemic, the Human Services Coordinator's workload increased significantly, exceeding available staffing. In addition, regulations for accessing funds and operating human service programs change continually and require a level of expertise in interpreting and implementing such changes. The Human Services Manager position will manage the implementation of policy changes and funding opportunities, provide increased capacity, and focus on efficiency, transparency, and inclusiveness in providing existing services.

Finally, this position will work with other staff to develop additional strategies for providing human services to the SeaTac community. This strategy will need to be coordinated closely with other work related to providing permanent supportive housing and affordable housing to very low and extremely low-income households, addressing homelessness, and improving access to existing services by historically under-served communities.

# New Position Request Worksheet

*(Required for all decision cards requesting a new position)*

**Title of Associated Decision Card:** Human Services Manager

**Position Title (Provided by HR) :** Human Services Manager

**Salary Range (Provided by HR) :** 60

**Limited Term Position? (Y/N)** N

**Primary Duties/Responsibilities:**

Under the direction of the Community & Economic Development (CED) Director, this position is responsible for leading, managing, supervising, and coordinating the activities and operations of the Human Services Division of the CED department in accordance with State and Federal laws and City codes.

This position will allow SeaTac to identify, develop, and implement short and long term strategies to provide human services to the SeaTac community. The human services manager will be responsible for identifying new programs, and expanding existing human services programs. The manager will take a leadership role in representing the City on human service related subjects with other municipalities, King County, United Way, other service providers, and the SeaTac community. Finally, this position will be responsible for looking at ways to access existing human services (e.g. federal or state grants) funding to benefit the SeaTac community.

	2023	2024
Total Salary <i>(provided by Finance)</i>	80,557	118,003
Total Benefits <i>(provided by Finance)</i>	38,924	56,505
<b>Subtotal Salary and Benefits</b>	<b>\$ 119,481</b>	<b>\$ 174,508</b>

<b>BARS</b>		
Office Supplies	XXX.XX.31.008	150
Uniform & Safety Clothing	XXX.XX.31.018	
Office Furniture & Equipment Computer & Hardware Telephone	XXX.XX.35.000	2,500
	301 FUND	2,500
Cell Phone Purchase	XXX.XX.35.000	1,000
Cell Phone Service Charges	XXX.XX.42.028	780
Software Subscriptions	XXX.XX.49.053	240
Training & Conferences		
Lodging	XXX.XX.43.031	1,250
Meals	XXX.XX.43.032	300
Transportation	XXX.XX.43.033	500
Registration	XXX.XX.49.061	325
Vehicle		
Vehicle Purchase	501 FUND	
Equipment Rental Charges <i>(provided by Public Works)</i>	XXX.XX.45.002	

Other *(specify)* :

<b>Subtotal Associated Costs</b>	<b>\$ 9,545</b>	<b>\$ 3,545</b>
<b>TOTAL:</b>	<b>\$ 129,026</b>	<b>\$ 178,053</b>



Date: 3/6/2023  
To: Administration & Finance (A&F) Committee  
From: Aleksandr Yeremeyev, Economic Development Manager  
Subject: SeaTac In-Home Childcare Initiative Update – ARPA Funded

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### **Summary**

The purpose of this memo is to provide an update and request a recommendation for Council to authorize the City Manager to execute a contract with The Imagine Institute for implementing the SeaTac Regional FastTrack In-Home Childcare Initiative which is funded by the ARPA federal State and Local Fiscal Relief Funds (SLFRF). The funds are allocated in the City's budget and the vendor contract is provided for committee review. The need for this program was identified by the SeaTac business outreach in 2021-2022.

### **Analysis**

The Economic Development (EcDev) division staff is working on finalizing and deploying the initiative to help mitigate the effects of the COVID global pandemic on SeaTac businesses. The initiative will engage The Imagine Institute to perform a brief market analysis and validation, engage existing SeaTac childcare providers as mentors, invite prospective SeaTac in-home based childcare providers to participate in a mentorship program and subsequently guide them through the licensing process.

Both the mentors and the interns (mentees) will be compensated via a monetary stipend grant. The initiative plans to host two cohorts over 2023 and 2024, producing approximately 40-60 prospective licensed home-based childcare providers. The need for additional childcare availability and capacity has been identified by the Business Synergy Program outreach in 2021 and 2022, as well as additional regional research.

The initiative will provide SeaTac residents with childcare spots to help those looking for employment and needing childcare services find these services in SeaTac. At the same time, this initiative facilitates business opportunities for SeaTac residents to provide services to the local and regional market. The program will include vetting, support, and monitoring. The program will also measure performance and track metrics. The proposed contract, including the Scope of Work, is included in the packet for Committee review and consideration. Additionally, the proposal for the program is provided as attachment to this memo for more details.

Imagine Institute ( <https://imaginewa.org/> ) is the vendor that already provides educational, training, and licensing services to early care and education providers in SeaTac. The organization is also under contract with Washington State Department of Children, Youth & Families to provide these services state-wide. The Imagine U is the name of the childcare startup and licensing program administered by The Imagine Institute organization.

### **Budget Significance**

\$1,800,000 are already allocated within the 2021-2022 budget and are being carried over into the 2023-2024 budget.

### **Committee Review(s) and Recommendations**

The Council reviewed the proposed program at the May 10, 2022, regular meeting. The PED Committee reviewed the materials and provided guidance at the June 23, 2022, and February 23, 2023 regular meetings. The A&F Committee reviewed and recommended the Council approve the proposed budget amendment to allocate the SLFRF – ARPA funds at the August 11, 2022, meeting. The 2021-2022 budget was amended by the Council on September 13, 2022, to include the ARPA funding for this economic development program.

#### **PED Committee Direction**

Staff requests a recommendation for Council to authorize the City Manager to execute a contract with The Imagine Institute for implementing the SeaTac Regional FastTrack In-Home Childcare Initiative which is funded by the ARPA federal State and Local Fiscal Relief Funds (SLFRF).

#### **Packet Materials**

- Services Contract including Scope of Work Exhibit A, Exhibit B and The Imagine Institute initial proposal as Exhibit C

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#### **Budget Related Documents RCM 9.23.2022 Agenda Bill 6061**

[https://destinyhosted.com/agenda\\_publish.cfm?id=73282&mt=ALL&get\\_month=9&get\\_year=2022&dsp=agm&seq=6061&rev=0&ag=404&ln=15521&nseq=6031&nrev=0&pseq=6051&prev=0#ReturnTo15521](https://destinyhosted.com/agenda_publish.cfm?id=73282&mt=ALL&get_month=9&get_year=2022&dsp=agm&seq=6061&rev=0&ag=404&ln=15521&nseq=6031&nrev=0&pseq=6051&prev=0#ReturnTo15521)

**CONTRACT FOR SEATAC CHILDCARE FASTTRACK INITIATIVE  
BETWEEN THE CITY OF SEATAC AND THE IMAGINE INSTITUTE**

**THIS AGREEMENT** is entered into and effective on the 1st day of April 2023, by and between the **City of SeaTac**, “**City**” a municipal corporation of the State of Washington, and **The IMAGINE INSTITUTE**, “**Agency**”, and hereinafter jointly referred to as the “**Parties.**”

WHEREAS, the City received funding through the federal American Rescue Plan Act (ARPA) and State Local Fiscal Relief Funds (SLFRF) to help mitigate the impact of the COVID global pandemic within the City of SeaTac and its local businesses; and

WHEREAS, the City has identified through its Economic Development business outreach that there is a need for a childcare initiative program using a portion of the ARPA and SLFRF funds; and

WHEREAS, City has allocated a portion of the ARPA and SLFRF funds to engage with Imagine Institute, a non-profit agency in order to implement the SeaTac Regional Fast Track In-home Childcare Initiative; and

WHEREAS, the Imagine Institute, shall contract with the City to provide educational, training and licensing services to early care and education providers in SeaTac ; and

WHEREAS, such funds must be obligated by December 31, 2024, and spent by December 31, 2026);

**NOW THEREFORE**, in consideration the mutual benefits and conditions hereinafter contained, the parties hereto agree as follows:

1. Independent Contractor. The Parties agree that the Agency is an independent contractor with respect to the services provided pursuant to this Contract. Nothing in this Contract shall be considered to create the relationship of employer and employee between the Parties hereto. The Agency, its officers, agents, representatives, volunteers, or employees are not employees of the City. The City shall not be responsible for withholding or otherwise deducting federal income tax or social security payments or contributing to the State Industrial Insurance Program, or otherwise assuming the duties of an employer with respect to the Agency, or any employee of the Agency, or any of the Agency’s subcontractors. The provision of services under this Contract shall not give rise to any claim of career services or civil services rights by the employee of the Agency against the City under any applicable law, rule, or regulation.

2. Scope of Services to be Performed by Agency. The Agency shall perform those services described in the Scope of Work (*see Exhibit A*) attached hereto and incorporated herein

by this reference as if fully set forth. The Agency, while performing such services, shall at all times comply with all federal, state, and local statutes, ordinances, and rules applicable to the performance of such services and the handling of any funds used in connection therewith.

3. Duration of Contract. This Contract shall be in full force and effect for a period commencing on April 1, 2023, and ending December 31, 2024, unless sooner terminated under the provisions hereinafter specified, or mutually extended in writing by both Parties. Continued funding may also be dependent upon the Agency's performance of the services identified in **Exhibit A**, contract compliance, cost-benefit analysis, and return on investment analysis.

4. Agency Compensation. The City shall pay the Agency for services rendered not to exceed \$1,800,000.00, for the total contract. Payment will be made on a monthly basis as set-out in Exhibit A.

5. Method of Payment and Performance Measures.

A. In order to receive payment, the Agency shall submit a signed invoice and accompanying Service Report through electronic means as directed by the City not more than fifteen (15) working days after the close of each quarter, except the fourth quarter invoice and Service Report shall be submitted within five (5) working days after the close of the quarter. The City reserves the right to delay payment if invoices and service reports are incomplete or submitted late. Billing can occur on a monthly basis with monthly reporting. Quarterly and annual reports are still required.

B. The City will utilize a variety of measures as indicators of satisfactory contract performance, which in turn determines the compensation paid by the City to the Agency. The Agency shall meet at least 90% of the combined yearly/total contract performance measures outlined in **Exhibit A** in order to be compensated 100%.

C. If the Agency does not meet at least 90% of the combined yearly/total contract performance measures at year-end/ or by end of contract term, total compensation shall be reduced proportionately (*e.g.*, if the agency meets 70% of the combined yearly performance measures, final compensation will be 70% of the compensation set forth in Section 4 above). However, if the Agency can sufficiently provide evidence that the performance measures as outlined in this Agreement was not met because of: 1) circumstances beyond the Agency's control impacted its ability to meet 90% of the combined yearly/total contract performance measures; and 2) the Agency demonstrates that reasonable effort was made to overcome those circumstances; then in such cases, the City, through its City Manager, may authorize additional compensation up to the full amount set forth in Section 4.

6. Discrimination Prohibited. The Agency shall not discriminate against any employee, applicant for employment, or any person seeking the services of the Agency to be provided under this Contract on the basis of race, color, religion, creed, sex, age, national origin, marital status, or presence of any sensory, mental, or physical handicap.

7. Indemnification. The Agency shall defend, indemnify, and hold harmless the City, its officials, officers, directors, employees, volunteers, and agents from any and all claims, injuries, damages, losses or suits, including all legal costs and attorneys' fees, arising out of or in connection with the Agency's performance of this Contract, except for injuries and damages caused by the City's sole negligence. The City's inspection or acceptance of any of Agency's work when completed shall not be grounds to avoid any of these covenants of indemnification. The provisions of this Section shall survive the expiration or termination of this Contract.

IT IS FURTHER SPECIFICALLY AND EXPRESSLY UNDERSTOOD THAT THE INDEMNIFICATION PROVIDED HEREIN CONSTITUTES THE AGENCY'S WAIVER OF IMMUNITY UNDER INDUSTRIAL INSURANCE, TITLE 51 RCW, SOLELY FOR THE PURPOSES OF THIS INDEMNIFICATION. THE PARTIES FURTHER ACKNOWLEDGE THAT THEY HAVE MUTUALLY NEGOTIATED THIS WAIVER.

8. Insurance. The Agency shall procure and maintain insurance as outlined below for the duration of this Contract. Any Commercial General Liability and Automobile Liability insurance policies obtained shall be underwritten by insurance companies which have an A.M. Best's rating of A X or better, licensed to do business in the State of Washington. Liability insurance policies shall specifically name the City, its elected or appointed officials, officers, directors, employees, volunteers, and agents as Primary Non-Contributory Additional Insureds of said policies.

The Agency shall not begin work under this Contract until all required insurance has been obtained and until such insurances have been received by the City. The Agency shall file with the City a certificate of insurance evidencing that the policies are in force. The certificate shall be accompanied by policy endorsements as are necessary to comply with these requirements.

Coverage shall be at least as broad as and with limits not less than the following, which may be satisfied through a combination of primary and umbrella or excess liability coverage. The types and limits insurance are as follows:

COMMERCIAL GENERAL LIABILITY-Comprehensive Form

\$1,000,000 per occurrence liability/\$2,000,000 annual aggregate

Stop Gap Liability \$1,000,000/\$1,000,000/\$1,000,000

Waiver of Subrogation

Primary Non-Contributory Additional Insured coverage for the City of SeaTac, *et.al.*

SEXUAL ABUSE LIABILITY

\$2,000,000 per occurrence liability/\$2,000, 000 annual aggregate

EXCESS/UMBRELLA LIABILITY

\$1,000,000 per occurrence liability/\$1,000,000 annual aggregate

WORKER'S COMPENSATION

Employees of Agency and Subcontractors are to be insured under Washington State Industrial Insurance.

The General Aggregate provision of the Agency's insurance policies shall be amended to show that the General Aggregate Limit of the policies applies separately to this Contract.

Failure of the Agency to fully comply with the requirements regarding insurance will be considered a material breach of contract and shall be cause for immediate termination of this Contract.

9. Tax Exempt Status, Corporate Registration, and Business License.

A. For the duration of this Contract, the Agency shall maintain tax-exempt status with the Internal Revenue Service and current corporate registration with the Washington Secretary of State.

B. The Agency shall obtain a City of SeaTac Business License or Endorsement, if required by City Code. All prospective licensed childcare provider businesses that result from the program will require City of SeaTac Business License Endorsements.

10. Record Keeping and Reporting.

A. The Agency shall maintain accounts and records, including personnel, property, financial and programmatic records that sufficiently and properly reflect all direct and indirect costs of any nature expended and services carried out in the performance of this Contract and other such records as may be deemed necessary to the City to ensure proper accounting for all funds contributed by the City for the performance of this Contract and in compliance with this Contract.

B. These records shall be maintained for a period of seven (7) years after termination hereof unless permission to destroy them is granted by the Washington State Archivist in accordance with Chapter 40.14 RCW and by the City.

C. The Agency shall provide a yearly Outcomes and Demographics Report to the City containing statistical data concerning client intakes and services performed by the Agency during the year/contract period. The Agency will report the types and number of services that the Agency provided, in a Quarterly Service Report, together with information concerning the number of people who participated or received the services, and other information as agreed upon. This information shall be submitted electronically as directed by the City.

11. Audits and Inspections. The records and documents with respect to all matters covered by this Contract shall be subject at all times to inspection, review, or audit during the performance of this Contract. The City shall have the right to an annual review of the Agency's financial statements and condition.

12. Public Records. The Agency acknowledges that the City is a public agency subject to the Public Records Act codified in Chapter 42.56 of the Revised Code of Washington and documents, notes, emails, and other records prepared or gathered by the Agency in its performance of this Contract may be subject to public review and disclosure, even if those records are not produced to or possessed by the City of SeaTac. The Agency agrees to cooperate fully in satisfying the City's duties and obligations under the Public Records Act.

13. Notices. Notices required by terms of this Contract shall be sent to the other party at the following addresses, unless otherwise requested, in writing, by one of the parties to this Contract:

**CITY OF SEATAC:**

City of SeaTac  
City Manager's Office  
Attn.: Carl Cole, City Manager  
4800 South 188th Street  
SeaTac, WA 98188-8605  
Telephone: (206) 973-4820

**AGENCY:**

Attn.: \_\_\_\_\_, Executive Director  
  
Telephone: (206)  
Email:

14. Changes. All notices or communications permitted or required to be given under this Contract shall be in writing and shall be deemed to have been duly given if delivered in person or deposited in the United States mail, postage prepaid, for mailing by certified mail, return receipt requested, and addressed, if to a party of this Contract, to the address for the party set forth above.

15. Assignment and Subcontract. The Agency shall not assign or subcontract any portion of the services contemplated by this Contract without the written consent of the City.

16. Termination. This Contract may at any time be terminated by the City upon giving to the Agency thirty (30) days written notice of the City's intention to terminate the same. If the Agency's insurance coverage is canceled for any reason, the City shall have the right to terminate this Contract immediately. In the event of contract termination, the Agency shall be compensated for services rendered, provided that the Agency submits the required documentation as outlined in Section 5(A) above within thirty (30) days of the effective date of termination. For example, if the Agency performed services that equate to 50% of the combined yearly/total contract performance measures at the time of contract termination, the Agency shall be compensated 50% of the amount set forth in Section 4 of this Contract.

17. Continuation of Performance. In the event that any dispute or conflict arises between the parties regarding any of the performance of the Agency while this Contract is in effect, the Agency agrees that, notwithstanding such dispute or conflict, the Agency shall continue to make a good faith effort to cooperate and continue work toward successful completion of assigned duties and responsibilities. If any dispute or conflict arises that is not

within the scope of work described in **Exhibit A**, the Agency may elect to stop work until the dispute or conflict is resolved.

18. Applicable Law; Venue; Attorneys' Fees. This Contract shall be governed by and construed in accordance with the laws of the State of Washington. In the event any suit, arbitration, or other proceeding is instituted to enforce any term of this Contract, the parties specifically understand and agree that venue shall be King County Superior Court, Maleng Regional Justice Center, King County, Washington. The prevailing party in any such action shall be entitled to its attorneys' fees and costs of suit.

19. Entire Agreement. This Contract contains the entire agreement between the parties hereto and no other agreements, oral or otherwise, regarding the subject matter of this Contract, shall be deemed to exist or bind any of the parties hereto. Either party may request changes in the Contract. Proposed changes, which are mutually agreed upon, shall be incorporated by written amendments to this Contract.

1. 20. Counterparts.

This Contract may be executed in multiple counterparts, each of which shall be one and the same Contract and shall become effective when one or more counterparts have been signed by each of the Parties and delivered to the other party.

**CITY OF SEATAC:**

**AGENCY:**

By: \_\_\_\_\_  
Name: Carl C. Cole  
Title: City Manager  
Date: \_\_\_\_\_

By: \_\_\_\_\_  
Name: \_\_\_\_\_  
Title: Executive Director  
Date: \_\_\_\_\_

**APPROVED AS TO FORM:**

By: \_\_\_\_\_  
Name: \_\_\_\_\_  
Title: \_\_\_\_\_



**EXHIBIT A**  
**Scope of Services**

**EXHIBIT B**

**Debarment, Suspension, Ineligibility or Voluntary Exclusion Certification Form**

NAME		Doing business as (DBA)	
ADDRESS	Project Number (if any):	WA Uniform Business Identifier (UBI)	Federal Employer Tax Identification #:
This certification is submitted as part of a request to contract.			

**Instructions For Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion--Lower Tier Covered Transactions**

**READ CAREFULLY BEFORE SIGNING THE CERTIFICATION. Federal regulations require contractors and bidders to sign and abide by the terms of this certification, without modification, in order to participate in certain transactions directly or indirectly involving federal funds.**

1. By signing and submitting this proposal, the prospective lower tier participant is providing the certification set out below.
2. The certification in this clause is a material representation of fact upon which reliance was placed when this transaction was entered into. If it is later determined that the prospective lower tier participant knowingly rendered an erroneous certification, in addition to other remedies available to the Federal Government the department or agency with which this transaction originated may pursue available remedies, including suspension and/or debarment.
3. The prospective lower tier participant shall provide immediate written notice to the department, institution, or office to which this proposal is submitted if at any time the prospective lower tier participant learns that its certification was erroneous when submitted or had become erroneous by reason of changed circumstances.
4. The terms covered transaction, debarred, suspended, ineligible, lower tier covered transaction, participant, person, primary covered transaction, principal, proposal, and voluntarily excluded, as used in this clause, have the meaning set out in the Definitions and Coverage sections of rules implementing Executive Order 12549. You may contact the person to which this proposal is submitted for assistance in obtaining a copy of those regulations.
5. The prospective lower tier participant agrees by submitting this proposal that, should the proposed covered transaction be entered into, it shall not knowingly enter into any lower tier covered transaction with a person who is proposed for debarment under the applicable CFR, debarred, suspended, declared ineligible, or voluntarily excluded from participation in this covered transaction, unless authorized by the department or agency with which this transaction originated.
6. The prospective lower tier participant further agrees by submitting this proposal that it will include this clause titled  
``Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion-Lower Tier Covered Transaction," without modification, in all lower tier covered transactions and in all solicitations for lower tier covered transactions.
7. A participant in a covered transaction may rely upon a certification of a prospective participant in a lower tier covered transaction that it is not proposed for debarment under applicable CFR, debarred, suspended, ineligible, or voluntarily excluded from covered transactions, unless it knows that the certification is erroneous. A participant may decide the method and frequency by which it determines the eligibility of its principals. Each participant should, but is not required to, check the List of Parties Excluded from Federal Procurement and Non-procurement Programs.
8. Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render in good faith the certification required by this clause. The knowledge and information of a participant is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business activity.
9. Except for transactions authorized under paragraph 5 of these instructions, if a participant in a covered transaction knowingly enters into a lower tier covered transaction with a person who is proposed for debarment under applicable CFR, suspended, debarred, ineligible, or voluntarily

excluded from participation in this transaction, in addition to other remedies available to the Federal Government, the department or agency with which this transaction originated may pursue available remedies, including suspension and/or debarment.

**Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion--Lower Tier Covered Transactions**

The prospective lower tier participant certifies, by submission of this proposal or contract, that neither it nor its principals is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency. Where the prospective lower tier participant is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this form.

Bidder or Contractor Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Print Name and Title: \_\_\_\_\_

**FEDERAL DEBARMENT,  
SUSPENSION INELIGIBILITY  
and VOLUNTARY EXCLUSION**

**(FREQUENTLY ASKED QUESTIONS)**

**What is “Debarment, Suspension, Ineligibility, and Voluntary Exclusion”?**

These terms refer to the status of a person or company that cannot contract with or receive grants from a federal agency.

In order to be debarred, suspended, ineligible, or voluntarily excluded, you must have:

- Had a contract or grant with a federal agency, and
- Gone through some process where the federal agency notified or attempted to notify you that you could not contract with the federal agency.
- Generally, this process occurs where you, the contractor, are not qualified or are not adequately performing under a contract, or have violated a regulation or law pertaining to the contract.

**Why am I required to sign this certification?**

You are requesting a contract with the City of SeaTac, referred to as the “City”. Federal law (Executive Order 12549) requires the City ensure that persons or companies that contract with the City are not prohibited from having federal contracts.

**What is Executive Order 12549?**

Executive Order 12549 refers to Federal Executive Order Number 12549. The executive order was signed by the President and directed federal agencies to ensure that federal agencies, and any state or other agency receiving federal funds were not contracting or awarding grants to persons, organizations, or companies who have been excluded from participating in federal contracts or grants. Federal agencies have codified this requirement in their individual agency Code of Federal Regulations (CFRs).

**What is the purpose of this certification?**

The purpose of the certification is for you to tell the City in writing that you have not been prohibited by federal agencies from entering into a federal contract.

**What does the word “proposal” mean when referred to in this certification?**

Proposal means a solicited or unsolicited bid, application, request, invitation to consider or similar communication from you to the City.

**What or who is a “lower tier participant”?**

Lower tier participants means a person or organization that submits a proposal, enters into contracts with, or receives a grant from the City, OR any subcontractor of a contract with the City. If you hire subcontractors, you shall require them to sign a certification and keep it with your subcontract.

**What is a covered transaction when referred to in this certification?**

Covered Transaction means a contract, oral or written agreement, grant, or any other arrangement where you contract with or receive money from the City. Covered Transaction does not include mandatory entitlements and individual benefits.

**Sample Debarment, Suspension, Ineligibility, Voluntary Exclusion Contract Provision**

**Debarment Certification.** The Contractor certifies that the Contractor is not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participating in this Contract by any Federal department or agency. If requested by the City, the Contractor shall complete a Certification Regarding Debarment, Suspension, Ineligibility, and Voluntary Exclusion form. Any such form completed by the Contractor for this Contract shall be incorporated into this Contract by reference.

**EXHIBIT C**  
**The Imagine Institute Initial Program Proposal**



# Scope of Work for The City of SeaTac

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16000 Christensen Road, Ste 201  
Tukwila, WA 98188  
info@imaginewa.org | 206-492-5249  
imaginewa.org

## Overview

The Imagine Institute (“Imagine”) shall develop a Program Implementation Plan that shall include efforts to serve up to 60 SeaTac participants through Imagine U and Shared Services. Program services shall commence **July 1, 2023**, and extend through **December 31, 2025**.

## Management

Imagine will manage and coordinate the tasks described in this scope of work. The allocation of funds to accomplish the tasks described within shall not exceed the amounts described in the **Program Budget** section below.

Imagine shall ensure an appropriate leadership structure is developed and shall hire and retain adequate staff to manage, monitor, and oversee the services as outlined below. Imagine’s knowledge, skills, and resources align with the state guiding frameworks including, but not limited to, the following:

- [Professional Learning Implementation Guide](#)
- [Core Competencies for Early Learning Professionals](#)
- [Standards of Practice and Professionalism for State Approved Training](#)
- [Early Learning Guidelines](#)
- [Relationship-Based Professional Development Standards](#)
- [State-Approved Trainer Competencies](#)

## Recruitment

Imagine will recruit prospective participants via email, digital ads, SMS campaigns, and program alumni. Imagine will also create a City of SeaTac-branded landing page exclusively for SeaTac participants. This page will describe the complete package of training, start-up grants, technical assistance, ongoing support, and community resources available.

## About Imagine U

Skilled Mentors guide Interns through the journey of becoming licensed. During their 10-month program, Interns participate in 20 hours per month of paid hands-on learning in their Mentor's facility. Upon graduation, both Interns and Mentors receive grants to invest in their programs in alignment with Early Achievers goals. Imagine U graduates enroll at least one child receiving state subsidy, expanding quality child care access to low-income families in their community.

Interns receive monthly STARS training from state-approved trainers to ensure they graduate with the tools they need to succeed. Interns complete milestones such as:

- Environment, Health & Safety
- Staff, Volunteers, & Family
- Business Plans & Finance
- Care & Curriculum
- Caring for Children with Special Needs
- Enrollment of Children & Family Engagement

## About Shared Services

The Shared Services Hub supports retention of child care providers by connecting licensed providers to resources and services to help grow their businesses, build bonds with fellow providers, and access free training and expert advice. For an even deeper level of support, providers have the option to join a “Community of Care” comprised of fellow providers who share their language and meet monthly for dedicated training and support from a Lead Mentor.

### Services include:

- Free videos, virtual trainings, and other digital resources
- Discounts on services to support child care businesses
- Free business support tools including a website builder, Policy Wizard, [Brightwheel](#) childcare management system, and [QuickBooks Online](#)
- Access to the [ECECommunity Job Board](#) to post openings



- Continued STARS-credited training on child care business topics including business practices, ECE-related technology, and marketing
- Access to free one-on-one consultation with business experts including bookkeepers, grant writers, and human resources professionals
- Free Child Care Basics and First Aid training to help staff meet the core educational requirement established by DCYF

## **Program Eligibility**

### **Independent Contractors**

All program participants who receive compensation, including Mentors and Interns, are independent contractors. Participants are not agents, employees, or representatives of Imagine. This means that the participant is responsible for satisfying all federal and state tax requirements and is not entitled to participate in any present or future health, welfare, or benefit plans provided by Imagine for its employees such as pensions, bonuses, wages, insurance, vacation or sick leave.

### **Imagine U Mentor Qualifications and Eligibility**

- Be a current licensed family child care provider (LFCCP) residing in the City of SeaTac, or qualify for an exemption (granted due to language or cultural need)
- Be enrolled in Early Achievers and rated a Level 3, or qualify for an exemption
- Meet the minimum education requirements as outlined in the WAC
- Have a licensing status of “open” and in good standing

### **Imagine U Mentor Responsibilities**

Imagine shall subcontract with current LFCC providers to become Imagine U Mentors and complete the responsibilities outlined within the Implementation Plan.

The Mentor must be held accountable to:

- Document and submit monthly Intern progress and mentoring activities using a mutually agreed upon report template and timesheet
- Mentoring assigned Intern(s) toward milestones, resulting in the development of a business plan to open a family child care business

- Participate in RBPD training and ongoing Mentor Pathways support
- Attend Technical Assistance sessions to receive program support

**Imagine U Successful Mentor Award**

Imagine shall administer a Successful Mentor Award for up to 60 Mentors. Licensing and subsidy status will be verified before the award is issued. The Mentor is eligible for a Successful Mentor Award once they complete the following:

- An application for a Successful Mentor Award tied to program quality improvements (“spend plan”). This must detail how the award will align with Early Achievers Quality Indicators
- A written acknowledgement that the award shall not be used towards program salaries or capital improvements on their facility
- Completed program evaluation

**Imagine U Intern Qualifications and Eligibility:**

- Live in the City of SeaTac and open their new child care business within the city
- Commit to becoming a licensed family child care provider serving children receiving state subsidy
- Provide proof of lead teacher qualifications or a professional development plan to complete qualifications prior to licensing
- Complete and accepted portable background check

**Imagine U Intern Responsibilities**

Imagine shall subcontract with participants interested in becoming IFCC providers. These Imagine U Interns will complete the responsibilities outlined within the Implementation Plan.

The Intern must be held accountable to:

- Apply for a STARS ID and have shown proof in MERIT of all required training to work in Mentor’s facility the Washington Administration Code (WAC).
- Complete a minimum of twenty (20) hours per month of compensated hands-on education in Mentor’s facility over up to eight (8) months

- Complete all eight (8) Licensing Milestones and submit all assignments by the specified due date.
- Attend STARS trainings and cohort meetings as scheduled
- Complete all assignments, become licensed, and care for a subsidized child

### **Imagine U New Provider Awards**

The Intern is eligible for a New Provider Award once they complete the following:

- Complete the MERIT Portable Background check, verified education application and negative TB test, and have all trainings recorded in MERIT
- Complete the following trainings, including but not limited to:
  - Child Care Basics, CPR/First Aid, BBP certification (including infants)
  - Food handler training
  - Mandated reporter training
  - DCYF-required training on Infant Safe Sleep, disaster preparedness, medication management, prevention of shaken baby
  - Attendance and Subsidy Billing training
- Receive their initial license from DCYF
- Serve a minimum of one child on subsidy at the time of applying for an award

Imagine shall administer the New Provider Award for up to 60 new licensed family child care owners. Licensing and subsidy status will be verified before the award is issued.

To receive their award, newly licensed providers must submit the following:

- An application for a New Provider Award tied to program quality improvements (“spend plan”). This must detail how the award will align with Early Achievers Quality Indicators
- A written acknowledgement that the award shall not be used towards program salaries or capital improvements on their facility
- Completed program evaluation

### **Shared Services Lead Mentor Qualifications and Eligibility**

A minimum of the following must be considered for Mentors’ eligibility:

- Be enrolled in Early Achievers and rated a Level 3, or qualify for an exemption
- Meet the minimum education requirements as outlined in the WAC

- Have a licensing status of “open”
- Current licensed family child care providers (LFCCP) residing in the City of Sea Tac will be prioritized

**Shared Services Participant Qualifications and Eligibility:**

Shared Services participants do not receive any direct financial compensation. They receive free or discounted access to business supports, tools, and resources. To be eligible to join the Sea Tac cohort, a participant must:

- Live in the City of Sea Tac
- Have a licensing status of “open”
- Be listed in MERIT as an LFCCP or a Licensed Center Director of an independent facility caring for up to 80 children

## Program Oversight

Each cohort designates a Lead Mentor who provides guidance to participants, connection to resources, and serves as a liaison with Imagine staff. All Mentors are required to participate in Mentor Pathways, monthly meetings where Mentors report on the status of their cohorts, receive coaching and advice, and share best practices. Program activities are subject to any applicable WAC and must comply with local laws.

## Reporting

Imagine shall provide the following reports to the City of Sea Tac to track progress toward performance goals:

- **Monthly Accounting:** Submitted by the end of the month following service delivery. Documentation will include services rendered, cost, progress towards contract budget maximums, and contact details of Sea Tac cohort participants
- **Quarterly Report:** Submitted by the end of the month following the quarter’s end: October 31, January 31, and April 30
- **Annual Report:** Submitted by August 15 each year. This report will include information across all deliverables for the program to date, lessons learned,

identified risks and proposed solutions, and any proposed updates to the Program Implementation Plan

## Program Timeline

### Imagine U

The Imagine U program takes approximately 10 months to complete. Fast-track Interns who have demonstrated readiness have the option to complete the program in as little as three months based on prior experience.

### Shared Services

New Members of Shared Services are welcome to enroll at any time during the program year. The Shared Services Hub ([sharedserviceswa.org](http://sharedserviceswa.org)) offers flexible business supports at any time.

Providers who wish to join a Shared Services Community of Care may do so in July of each year. Imagine maintains a waiting list of prospective Community of Care Members and continues to add Members as space becomes available.

### Program Activities

2023 Activities	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Contract Initiation									
FY24 Recruitment & Onboarding									
Imagine U Instruction									
Shared Services Meetings									
FY24 Q1 Reporting									
Imagine U Monthly Observations									

2024	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Imagine U Instruction												

Shared Services Meetings	█	█	█	█	█	█	█	█	█	█	█	█
Imagine U Monthly Observations	█	█	█	█	█	█	█	█	█	█	█	█
FY24 Q2 Reporting	█											
Imagine U Licensing Applications Due	█	█	█	█	█	█	█	█	█	█	█	█
FY24 Q3 Reporting				█								
FY24 Program Completes						█						
FY24 Final Billing						█	█	█				
FY25 Recruitment/ Onboarding						█	█	█				
FY24 Annual Reporting							█					
FY25 Q1 Reporting										█		

2025	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>Activities</b>												
Imagine U Instruction	█	█	█	█	█	█						
Shared Services Meetings	█	█	█	█	█	█						
Imagine U Monthly Observations	█	█	█	█	█	█						

FY25 Q2 Reporting												
Imagine U Licensing Applications Due												
FY25 Q3 Reporting												
FY25 Program Completes												
FY25 Final Billing												
FY25 Annual Reporting												
Shared Services Meetings (if funding remains)												

## Program Budget

The program budget is not to exceed \$1,800,000. Imagine believes that child care providers themselves are the experts in their field. Imagine is proud to reinvest approximately 65% of revenue back into the field through direct payments to providers in the form of wages, stipends, and awards. Direct payments to providers are noted in **green** below.

## All- In Costs with Wraparound Supports

	Per Participant	Total for 60 Participants
<b>Imagine U</b>	\$23,292	\$1,397,520
<b>Shared Services</b>	\$6,708	\$402,480
<b>Total Cost Per Participant:</b>	<b>\$30,000</b>	<b>\$1,800,000</b>

<b>Imagine U Services Delivered</b>		
	Per Participant	Total for 60 Participants
Training	96 hours	5,760 hours
Technical Assistance	24 hours	1,440 hours
Monthly Observations	8	480
Monthly Hands-on Education Sessions	8	480
Successful Mentor Award	\$4,000 per Mentor, per successful Intern graduated	Up to \$240,000
New Provider Award	\$4,000 per Provider	Up to \$240,000

<b>Costs Per Participant- Imagine U</b>				
Payment Point Per Participant	Qty	Unit	Unit Cost	Budget
Outreach and Recruitment	1	Each	\$ 995	\$ 995
Orientation and Onboarding	3	Hourly	\$ 33	\$ 99
<b>Training</b>	<b>96</b>	<b>Hourly</b>	<b>\$ 33</b>	<b>\$ 3,168</b>
Technical Assistance	24	Hourly	\$ 33	\$ 792
<b>Monthly Observation Incentives</b>	<b>8</b>	<b>Each</b>	<b>\$ 500</b>	<b>\$ 4,000</b>
<b>Monthly Hands-On Education Stipends</b>	<b>8</b>	<b>Each</b>	<b>\$ 400</b>	<b>\$ 3,200</b>
<b>Successful Mentor Award</b>	<b>1</b>	<b>Each</b>	<b>\$ 4,000</b>	<b>\$ 4,000</b>



<b>New Provider Award</b>	1	Each	\$ 4,000	\$ 4,000
Administrative Fee (15%)	1	Cost	\$ 3,038.10	\$ 3,038.10
<b>Total Per Person</b>				<b>\$ 23,292.10</b>

<b>Total Spend- Imagine U</b>				
<b>Payment Point</b>	<b>Qty</b>	<b>Unit</b>	<b>Unit Cost</b>	<b>Budget</b>
Outreach and Recruitment	60	Each	\$ 995	\$ 59,700
Orientation and Onboarding	180	Hourly	\$ 33	\$ 5,940
<b>Training</b>	<b>5,760</b>	<b>Hourly</b>	<b>\$ 33</b>	<b>\$ 190,080</b>
Technical Assistance	1,440	Hourly	\$ 33	\$ 47,520
<b>Monthly Observation Incentives</b>	<b>480</b>	<b>Each</b>	<b>\$ 500</b>	<b>\$ 240,000</b>
<b>Monthly Education Stipends</b>	<b>480</b>	<b>Each</b>	<b>\$ 400</b>	<b>\$ 192,000</b>
<b>Successful Mentor Award</b>	<b>60</b>	<b>Each</b>	<b>\$ 4,000</b>	<b>\$ 240,000</b>
<b>New Provider Award</b>	<b>60</b>	<b>Each</b>	<b>\$ 4,000</b>	<b>\$ 240,000</b>
Administrative Fee (15%)				\$ 182,280
<b>Total Spend</b>				<b>\$ 1,397,520</b>

<b>Shared Services</b>		
	<b>Per Participant</b>	<b>Total for 60 Participants</b>
Training & Technical Assistance	50 hours	3,000 hours
Business Expert Consultations	25 hours	1,500 hours
Community of Care Meetings	24 hours	1,440 hours
Access to business tools and resources	Unlimited	Unlimited

<b>Cost Per Participant- Shared Services</b>				
<b>Payment Point</b>	<b>Qty</b>	<b>Unit</b>	<b>Unit Cost</b>	<b>Budget</b>
<b>Training &amp; Technical Assistance</b>	<b>50</b>	<b>Hours</b>	<b>\$ 33</b>	<b>\$ 1,650</b>
Subscriptions and Technology	1	Cost	\$ 1,000	\$ 1,000
Business Expert Consultations and Member Benefits	1	Cost	\$ 3,183	\$ 3,183
Administrative Fee (15%)				\$ 875
<b>Total Per Person</b>				<b>\$6,708</b>

<b>Total Spend- Shared Services</b>				
<b>Payment Point</b>	<b>Qty</b>	<b>Unit</b>	<b>Unit Cost</b>	<b>Budget</b>
<b>Training &amp; Technical Assistance</b>	<b>3,000</b>	<b>Hours</b>	<b>\$ 33</b>	<b>\$ 99,000</b>
Subscriptions and Technology	60	Cost	\$ 1,000	\$ 60,000
Business Expert Consultations and Member Benefits	60	Cost	\$ 3,183	\$ 190,980
Administrative Fee (15%)				\$ 52,497
<b>Total Per Person</b>				<b>\$ 402,477</b>

## Definitions

Early Achievers. A program that improves the quality of early learning programs and supports and rewards providers for their participation. Early Achievers is Washington's quality rating and improvement system (QRIS). Early Achievers is also a tool to connect families to child care and early learning programs by the use of a quality rating improvement system.

Electronic Attendance System Training. Training delivered to providers to orient them to DCYF's electronic attendance system.

Family, Friend and Neighbor (FFN). Home-based care in the caregiver's or child's home provided by caregivers who are relatives, neighbors, friends, babysitters, or nannies that are legally exempt from licensing.

In-Service Hours. Training hours delivered by a DCYF state-approved trainer, or DCYF approved training, for licensed providers that is required by title 170 of the Washington Administrative Code (WAC).

Intern. An individual who is interested in becoming a IFCC provider and is being mentored by a current IFCC provider.

Licensed Family Child Care (IFCC). Licensed home-based care in the caregiver's home. Providers must have been authorized to care for children receiving subsidy within the previous ninety (90) days.

Managed Education and Registry Tool (MERIT). An online portal that tracks provider background checks, training records, and qualification data.

Mentor. A current IFCC provider participating as a peer mentor to assigned Interns.

Relationship Based Professional Development. Using professional relationships as a primary method to support the professional growth and development of adult learners.

Shared Services. Business and administrative supports that are coordinated with the intention of helping businesses leverage funding and resources by sharing back-end supports such as financial management, billing, accounting, and human resources.

Shared Services Hub. An entity or organization that provides shared services to support center-based and family home early learning programs.

Subsidy. Child care programs serving families that receive state financial assistance to pay for child care costs.



# Growing & Retaining Child Care in Your Community

## A Proposal for the City of SeaTac



## Our Proposal

The Imagine Institute proposes to support the City of SeaTac in growing and sustaining child care in the city by offering slots in its fast-track child care start-up programs, Imagine U and Shared Services. The total package includes grant funding, technical assistance, mentoring, and ongoing support delivered by a trusted network of peers. This program supports the City of SeaTac's goal to double the number of licensed family home child care providers by 2026 -- in order to support both South King County's almost 50,000 children under 10 years old and resident parents returning to work.

Imagine U uniquely supports the City of SeaTac's model to **Start, Sustain,** and **Grow** child care options in their community through the following:

### Start

The City of SeaTac will purchase 60 slots of Imagine U and Shared Services over three years. Imagine will recruit prospective participants via email, digital ads, SMS campaigns, and program alumni. Imagine will also create a City of SeaTac-branded landing page on its website exclusively for SeaTac participants. This page will describe the complete package of training, start-up grants, technical assistance, ongoing support, and community resources available. Other cities, counties, and municipalities are welcome to fund additional slots in Imagine U through this model at the level that meets their needs.

The City of SeaTac joins Washington State (DCYF), the City of Seattle (DEEL), and King County in offering Imagine U and Shared Services for their residents. Imagine U expects to open **more than 500 new child care businesses from 2023 to 2026** and offer Shared Services business supports to **1,500 new and existing home child care business owners**. This supports up to **6,000 new child care slots** in Washington State - **720** in the City of SeaTac alone.

## Sustain

Imagine U alumni continue to receive ongoing support as new small business owners through the Shared Services Discovery Track. They will have access to free, ongoing professional development in their primary language, including STARS training, one-on-one technical assistance, and consultations with small business experts. This level of ongoing support is key to Imagine’s **90%+ retention rate** of providers in early childhood education (ECE) five years after graduation.

## Grow

Imagine is data-driven. Detailed reporting on demographics, participation, success metrics, and KPIs will be regularly shared with SeaTac in order to help decrease barriers to entry into the field of ECE and to create a more sustainable child care industry. A continuous feedback loop between program participants, regional and state entities, and the Imagine Institute is essential to building and scaling a regional program with a measurable return on investment.

## All-In Costs with Wraparound Supports

<b>Imagine U</b>	<b>\$23,292</b> per slot
<b>Shared Services Discovery Track</b>	<b>\$6,708</b> per slot
<b>Total Cost Per Participant:</b>	<b>\$30,000</b> per slot
	<b>\$1,800,000 Total</b>



Imagine U by the Numbers		
	Per Participant	Total for 60 Participants
Training	96 hours	5,760 hours
Technical Assistance	24 hours	1,400 hours
Observations Incentives	8	480
Hands-on Education Sessions	8	480
Successful Mentor Award	\$4,000 per Mentor	Up to \$240,000
New Provider Award	\$4,000 per Provider	\$240,000

Shared Services by the Numbers		
	Per Participant	Total for 60 Participants
Training & Technical Assistance	50 hours	3,000 hours
Business Expert Consultations	25 hours	1,500 hours

## The Imagine Institute Value

Founded in 2016, the Imagine Institute is a 501c3 non-profit whose programs are built on the core tenets of relationship-based professional development and the belief that a provider’s years of experience translate to valuable knowledge and skill. Our professional development supports are culturally responsive and accessible to those already working long hours, often for low pay. **Over half of Imagine staff are current or former child care providers** who personally understand the provider experience. Imagine’s approach to programming is unique in that it is driven by child care providers themselves.



## Language Support

**The Imagine Institute supports providers in their primary language.** Our program staff speak Amharic, Arabic, English, Korean, Oromo, Spanish, Somali, Spanish, and Tigrinya.

## About Imagine U

Skilled Peer Mentors guide Interns through the journey of becoming licensed. During their 10-month program, Interns participate in 20 hours per month of hands-on learning in their Mentor's facility. Upon graduation, both Interns and Mentors receive grants to invest in their programs in alignment with Early Achievers goals. Imagine U graduates enroll at least one child receiving state subsidy, expanding quality child care access to low-income families in their community.



Interns receive monthly STARS training from state-approved trainers to ensure they graduate with the tools they need to succeed. Interns complete milestones such as:

- Environment, Health & Safety
- Staff, Volunteers, & Family
- Business Plans & Finance
- Care & Curriculum
- Caring for Children with Special Needs
- Enrollment & Family Engagement

### Early Achievers Stats

- **96%** of EA unrated or rated Level 2 Mentors became rated Level 3 or higher after participating in Imagine U
- Imagine U Mentors are **seven times** more likely to be a Level 4 than the general population (6.3% vs 0.9% statewide).
- Imagine U Mentors stay in the field- **almost 100% retention**

### Imagine U Impact

- Licensors report Imagine U graduates are more prepared for licensure
- Imagine U graduates demonstrate increased rating readiness in Early Achievers
- Created **3,400+** new child care slots
- Over **60%** of new business owners are immigrants or refugees
- **90%** of new child care businesses are BIPOC-owned



## About Shared Services

New and seasoned child care providers benefit from Imagine’s Shared Services. Providers connect with experts and resources to help their businesses thrive, receive free training in key business areas, and take advantage of members-only discounts that support provider wellbeing.

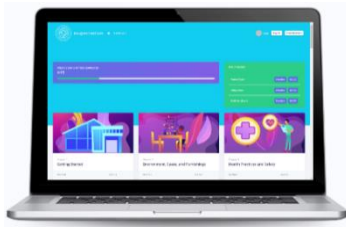
The Shared Services Hub positively impacted **over 1,000 providers** in the first year alone, focusing on these key areas of support:

- Anti-Racist & Trauma Informed Care
- Business Practices
- Funding and Grant Writing
- Human Resources/People Services
- Marketing & Communications
- Recordkeeping & Taxes
- Technology & ECE Systems

## The Hub, the virtual home of Shared Services

The Hub is available exclusively to Shared Services Members. Our innovative tools include:

**Sandbox**, a website generator where child care providers can create a free professional website with zero technical skills required.



**Policy Wizard**, a first-in-class tool that teaches providers the ins and outs of the Washington Administrative Code while generating clean, easy-to-read policies for their business, parents, and staff.



## Scope of work

### Management

The Imagine Institute (“Imagine”) will manage and coordinate the tasks described in this scope of work. The allocation of funds to accomplish the tasks described within shall not exceed the amounts described in the **Program Budget** section below.

Imagine shall ensure an appropriate leadership structure is developed and shall hire and retain adequate staff to manage, monitor, and oversee the services as outlined below. Imagine’s knowledge, skills, and resources align with the state guiding frameworks including, but not limited to, the following:

- [Professional Learning Implementation Guide](#)
- [Core Competencies for Early Learning Professionals](#)
- [Standards of Practice and Professionalism for State Approved Training](#)
- [Early Learning Guidelines](#)
- [Relationship-Based Professional Development Standards](#)
- [State-Approved Trainer Competencies](#)

## Program Description

Imagine shall develop a Program Implementation Plan that shall include efforts to serve a total of 60 participants through Imagine U and Shared Services. Program services shall commence **July 1, 2023** and extend through **December 31, 2025**.

## Program Eligibility

### Mentor Qualifications and Eligibility

A minimum of the following must be considered for Mentors’ eligibility:

- Be a licensed family child care provider caring for at least one child receiving subsidy at the time of acceptance into the program
- Be enrolled in Early Achievers and rated a Level 3, or qualify for an exemption
- Meet the minimum education requirements as outlined in the WAC
- Have a licensing status of “open”

### **Intern Qualifications and Eligibility:**

- Live in the City of SeaTac
- Commit to becoming a licensed family child care provider serving children receiving subsidy
- Provide proof of lead teacher qualifications or a professional development plan to complete qualifications prior to licensing
- Portable background check

### **Mentor Subcontracts**

Imagine shall subcontract with current LFCC providers to become Imagine U Mentors and complete the responsibilities outlined within the Implementation Plan.

The Mentor must be held accountable to:

- Document and submit monthly Intern progress and mentoring activities using a mutually agreed upon report template and timesheet
- Mentoring assigned Intern(s) toward milestones, resulting in the development of a business plan to open a family child care business
- Participate in RBPD training and ongoing Mentor Pathways support
- Attend Technical Assistance sessions to receive program support

### **New Provider Awards**

The Intern is eligible for a New Provider Award once they complete the following:

- Complete the MERIT Portable Background check, verified education application and negative TB test, and have all trainings recorded in MERIT
- Complete the following trainings, including but not limited to:
  - Child Care Basics, CPR/First Aid, BBP certification (including infants)
  - Food handler training
  - Mandated reporter training
  - DCYF–required training on Infant Safe Sleep, disaster preparedness, medication management, prevention of shaken baby
  - Attendance and Subsidy Billing training
- Receive their initial license from DCYF
- Serve a minimum of one child on subsidy at the time of applying for an award

Imagine shall administer the New Provider Award for up to 60 new licensed family child care owners. Licensing and subsidy status will be verified before the award is issued. To receive their award, newly licensed providers must submit the following:

- An application for a New Provider Award tied to program quality improvements (“spend plan”). This must detail how the award will align with Early Achievers Quality Indicators
- A written acknowledgement that the award shall not be used towards program salaries or capital improvements on their facility
- Completed program evaluation

### **Successful Mentor Award**

Imagine shall administer a Successful Mentor Award for up to 60 Mentors. Licensing and subsidy status will be verified before the award is issued. The Mentor is eligible for a Successful Mentor Award once they complete the following:

- An application for a Successful Mentor Award tied to program quality improvements (“spend plan”). This must detail how the award will align with Early Achievers Quality Indicators
- A written acknowledgement that the award shall not be used towards program salaries or capital improvements on their facility
- Completed program evaluation

## **Reporting**

Imagine shall provide the following reports to the City of SeaTac to document the progress toward performance goals:

- **Quarterly Report:** Submitted by the end of the month following the quarter’s end: October 31, January 31, and April 30.
- **Annual Report:** Submitted by August 15 each year. This report will include information across all deliverables for the program to date, lessons learned, identified risks and proposed solutions, and any proposed updates to the Program Implementation Plan

## Program Budget

The program budget is not to exceed \$1,800,000. The Imagine U component will support 60 new licensed providers at a cost of \$23,292 per person. The Shared Services component will support 60 participants at a cost of \$6,708 per participant.

### Imagine U

Payment Point	Qty	Unit	Unit Cost	Budget
Outreach and Recruitment	1	Each	\$ 995	\$ 995
Orientation and Onboarding	3	Hourly	\$ 33	\$ 99
Training	96	Hourly	\$ 33	\$ 3,168
Technical Assistance	24	Hourly	\$ 33	\$ 792
Observation Incentives	8	Each	\$ 500	\$ 4,000
Hands-on Education Stipend	8	Each	\$ 400	\$ 3,200
Successful Mentor Award	1	Each	\$ 4,000	\$ 4,000
New Provider Award	1	Each	\$ 4,000	\$ 4,000
Administrative Fee (15%)	1	Cost	\$ 3,038	\$ 3,038
<b>Total Per Person</b>				<b>\$ 23,292</b>

### Shared Services

Payment Point	Qty	Unit	Unit Cost	Budget
Training & Technical Assistance	50	Hourly	\$ 33	\$ 1,650
Subscriptions & Technology	1	Cost	\$ 1,000	\$ 1,000
Member Benefits	1	Cost	\$ 552	\$ 552
Business Expert Consultations	25	Hourly	\$ 100	\$ 2,500
Administrative Fee (15%)	1	Cost	\$ 1,006	\$ 1,006
<b>Total Per Person</b>				<b>\$ 6,708</b>

## Definitions

**Early Achievers.** A program that improves the quality of early learning programs and supports and rewards providers for their participation. Early Achievers is Washington's quality rating and improvement system (QRIS). Early Achievers is also a tool to connect families to child care and early learning programs by the use of a quality rating improvement system.

**Electronic Attendance System Training.** Training delivered to providers to orient them to DCYF's electronic attendance system.

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**In-Service Hours.** Training hours delivered by a DCYF state-approved trainer, or DCYF approved training, for licensed providers that is required by title 170 of the Washington Administrative Code (WAC).

**Intern.** An individual who is interested in becoming a LFCC provider and is being mentored by a current LFCC provider.

**Licensed Family Child Care (LFCC).** Licensed home-based care in the caregiver's home. Providers must have been authorized to care for children receiving subsidy within the previous ninety (90) days.

**Managed Education and Registry Tool (MERIT).** An online portal that tracks provider background checks, training records, and qualification data.

**Mentor.** A current LFCC provider participating as a peer mentor to assigned Interns.

**Relationship Based Professional Development.** Using professional relationships as a primary method to support the professional growth and development of adult learners.

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**Shared Services Hub.** An entity or organization that provides shared services to support center and family home early learning programs.

**Subsidy.** Child care programs serving families that receive state financial assistance to pay for child care costs.

**The Imagine Institute**

16000 Christensen Rd., Ste 201

Tukwila, WA 98188

[info@imaginewa.org](mailto:info@imaginewa.org) | 206-492-5249



## Memorandum

To: Administration and Finance Committee Members  
Through: Brian Tomisser, Acting Parks and Recreation Director  
From: Michael Fitzpatrick, Parks Projects and Operations Manager  
Date: February 21, 2023  
Re: SeaTac Maintenance Facility Renovations

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A Request for Qualifications (RFQ) for Architecture & Engineering services for the project closed in late October 2022. Consultant interviews were conducted in late November 2022 with a panel comprised of Brian Ruda, Facilities Manager, Bryan Chappell, Public Works Maintenance and Operations Manager, and Michael Fitzpatrick, Parks Projects and Operations Manager. Of the three firms interviewed, ARC Architects were selected. ARC performed the original site assessments for City Hall and the Maintenance Facility completed in March 2021. Their preliminary work through the assessment, and experience working with other municipalities on similar projects, gave them a slight advantage over other firms interviewed.

The scope of work for the facility includes architectural design drawings to reconfigure and expand existing administrative building to include a multipurpose space for staff training/meeting room, expand staff locker rooms, reconfigure the exterior maintenance facility yard to increase efficiency, function and planned electrification of maintenance vehicle fleet. The goal of these renovations is to provide a fully functional facility to meet the operational needs of SeaTac for the next 40 years.

The attached proposal outlines the scope of services provided by ARC Architects and fee associated with each task from design development drawings through construction contract closeout. The fees associated with each task are based on the Washington State Fee Schedule (WSFS) for Architectural and Engineering services. ARC Architects proposed fee (Tasks #1-3) for construction drawings is \$488,725. In addition, Task #4 of \$113,696 covers construction contract administration. This task ensures the construction contractor is conforming to the drawing/material specifications, attending construction meetings for progress updates, and adhering to the construction timeline, and addressing technical questions regarding construction materials/methods and working with contractor to resolve issues through the course of construction. The total for services provided by ARC Architects is \$530,707.

Staff are requesting Administration and Finance Committee referral to March 28, 2023 Regular Council Meeting Consent Agenda to approve a budget amendment in the amount of \$230,707 in order to execute a professional services contract with ARC Architects. The budgeted design fee for this project was \$300,000. The budget amendment of \$230,707 will cover the difference in the budgeted design fee and proposed fee from ARC Architects.



# Maintenance Facility Renovations

## Administration & Finance Committee | March 9, 2023



# PRESENTATION OVERVIEW

## Purpose of Presentation

- Staff is requesting a referral from Administration & Finance Committee to City Council Consent Agenda to authorize a budget amendment and execute a professional services contract with ARC Architects.

## Importance of This Topic

- Expansion needed to accommodate projected growth in City staff.
- Facility updates are based on prior analysis & assessment completed by ARC Architects.
- The prior assessment was finalized March 2021. No action taken to date.
- Inform Administration & Finance Committee on consultant selection process, outcome and design budget.

# MAINTENANCE FACILITY



# ISSUING REQUEST FOR QUALIFICATIONS (RFQ)

RFQ to solicit/interview architectural & engineering (A&E) firms to provide the following scope of services:

- Design a multipurpose space for staff training.
- Expand staff locker rooms & meeting rooms to address operations growth.
- Redesign maintenance yard to improve function/efficiency.
- Consult with on-site staff on making facility more efficient.
- Provide estimated construction costs.

# Consultant Interviews & Selection Process

- 3 firms submitted Statements of Qualifications
  - ARC Architects
  - Driftmier Architects
  - Innova Architects
- SeaTac Interview Panel
  - Brian Ruda- Facilities Manager
  - Brian Chappell- Public Works Operations & Maintenance Manager
  - Michael Fitzpatrick- Parks Projects & Operations Manager
- Selection based on criteria outlined in RFQ and scored by:
  - Firms' history/experience
  - Samples of similar work
  - Firm presentation
  - Firm's answers to prepared questions
- Staff recommend ARC Architects

# Scope of Services

- Design process (\$417,011)
  - Schematic design
  - Design development
  - Construction Drawings
  - Construction Bid Support
- Construction Administration (\$113,696)
  - Attend project construction meetings
  - Quality control/construction conforms to drawings
  - Respond to RFI's, review project schedule, contractor invoicing,
  - Generate project Punch List
  - Review As-Built drawings
- Total Fee- \$530,707

# Budget Impact

Design Budget Allocated	\$300,000
ARC Architects Fee	\$530,707
Funding Shortfall	-\$230,707

# POTENTIAL COMMITTEE ACTION

## COMMITTEE ACTION REQUESTED

- Staff requesting A&F Committee referral to 3/28/23 RCM for placement on Consent Agenda authorizing budget amendment and contract execution with ARC Architects.

## STAFF RECOMMENDATION

- Staff recommend Committee approval.

## REVIEWS TO DATE

### **Council Review:**

- July 14, 2020, Council approval of contract with ARC Architects for City Hall/Maintenance Facility assessment.
- March 8, 2022, Council Study Session for review of preliminary recommendations.
- June 14, 2022, Council approval to issue RFQ for maintenance facility renovations. (AB# 5988)

### **Committee Review:**

- July 8, 2021, Administration & Finance Committee review of preliminary recommendations from ARC Architects for City Hall and Maintenance Facility.
- May 12, 2022, Administration & Finance Committee review of maintenance facility assessment and recommendations.
- March 9, 2023, Administration & Finance Committee review of RFQ process and recommendations



# QUESTIONS?





# MEMORANDUM

To: Administration and Finance Committee  
Through: Carl Cole, City Manager  
From: Gwen Pilo, Finance and Systems Director  
Date: March 9, 2023  
Re: February 28, 2023, Investment Report

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Attached is the February 2023 Portfolio Analysis Report.

At the end of February, the city had \$ 66,085,200 in cash and short-term investments and \$79,718,382 in long-term investments at market value. Total cash on hand and investments equals \$145,803,582, a decrease of \$1,018,316 over the previous month.

Interest received during the month was \$21,250 from bonds and \$199,189 from the LGIP. Interest paid for the year is \$562,388.

The 90-day T-bill continues to rise and is at 4.72%. The LGIP was at 4.61% in February. The 2-year Treasury note has rallied back to 4.81% (was 4.21% in January).

SeaTac Yield is 2.04%. We continue to lag behind our benchmark because we did not make any investments at the higher rates earlier.

Total Funds City of SeaTac

Compliance Report

2/28/2023

Maturity Constraints	Policy Requirement	% of Total Accumulated	Portfolio Allocation	Within Limits
Under 30 days	10%	45%	66,085,200	YES
Under 1 year	25%	59%	85,726,181	YES
Under 5 years	100%	100%	145,803,582	YES
Maximum Weighted Average Maturity	3.00		2.17	
Maximum Single Maturity	5 Years		4.75	

Asset Allocation Diversification	Maximum Policy Allocation	Issuer Constraint	Percentage of Portfolio	Market Value	% within Limits
U.S. Treasury Obligations	100%		6.53%	\$ 9,524,140	
U.S. Agencies Primary	100%		44.61%	\$ 65,049,878	YES
FHLB		30%	21.02%	\$ 30,654,342	YES
FNMA		30%	5.60%	\$ 8,169,313	
FHLMC		30%	7.44%	\$ 10,847,734	
FFCB		30%	10.55%	\$ 15,378,488	
U.S. Agencies Secondary	20%		1.34%	\$ 1,948,024	YES
FICO		10%	0.00%	\$ -	YES
FARMER MAC		10%	1.34%	\$ 1,948,024	
Municipal Debt Obligations	20%	5%	2.19%	\$ 3,196,340	
Certificates of Deposits	15%	5%		\$ -	
Bank Time Deposits & Savings Accounts	50%		6.55%	\$ 9,549,974	YES
Local Government Investment Pool	100%		38.77%	\$ 56,535,226	YES
<b>Total</b>			<b>100%</b>	<b>\$ 145,803,582</b>	

Portfolio by Fund Allocation	Par Amount	Total Adjusted Cost	Market Value	YTD Unrealized Gain/Loss	Yield to Maturity
City of SeaTac - Core Investment Funds	\$ 83,808,000	\$ 84,419,555	\$ 79,718,382	\$ (4,701,173)	2.04%
City of SeaTac Liquidity Funds	\$ 66,085,200	\$ 66,085,200	\$ 66,085,200		
<b>TOTAL PORTFOLIO</b>	<b>\$ 149,893,200</b>	<b>\$ 150,504,755</b>	<b>\$ 145,803,582</b>	<b>\$ (4,701,173)</b>	

Cit of SeaTac

Investment Portfolio Analysis

As of 2/28/2023

Month	SeaTac Portfolio			Monthly Interest Earned (Accrual Basis)		
	2021	2022	2023	2021	2022	2023
January	27,541,000	62,808,000	83,808,000	182,914	44,256	122,256
February	34,503,000	62,808,000	83,808,000	38,233	14,889	21,250
March	43,503,000	62,808,000		68,750	98,500	
April	43,503,000	64,808,000		39,500	39,549	
May	43,503,000	64,808,000		20,000	45,075	
June	43,453,000	64,808,000		101,875	101,750	
July	41,453,000	74,808,000		42,506	43,506	
August	43,453,000	74,808,000		2,500	25,000	
September	43,453,000	73,808,000		98,500	98,500	
October	43,453,000	69,808,000		32,500	95,703	
November	48,443,000	79,808,000		28,200	68,200	
December	62,808,000	77,808,000		101,750	126,750	
<b>Average</b>	<b>43,255,750</b>	<b>69,474,667</b>	<b>83,808,000</b>	<b>63,102</b>	<b>66,806</b>	<b>71,753</b>

Month	LGIP			Monthly Interest Earned (Accrual Basis)			Year to Date Interest Earned		
	2021	2022	2023	2021	2022	2023	2021	2022	2023
January	73,134,760	48,196,331	56,336,037	8,662	3,719	219,694	191,576	47,975	341,949
February	63,142,122	48,200,336	56,535,226	7,362	4,005	199,189	237,171	66,868	562,388
March	63,148,231	48,209,571		6,109	9,235		312,030	174,603	562,388
April	63,153,525	48,225,611		5,294	16,040		356,824	230,192	562,388
May	63,157,624	48,254,460		4,099	28,850		380,923	304,116	562,388
June	63,161,553	48,294,564		3,910	40,104		486,707	445,970	562,388
July	63,171,099	58,369,443		9,566	74,879		538,778	564,354	562,388
August	63,175,331	55,479,251		4,232	109,808		545,510	699,163	562,388
September	63,179,850	55,596,045		4,519	116,793		648,529	914,456	562,388
October	63,184,881	55,739,287		5,031	143,242		686,060	1,153,401	562,388
November	48,188,898	55,911,388		4,018	172,101		718,278	1,393,702	562,388
December	48,192,612	61,116,344		3,714	204,956		823,742	1,725,408	562,388
<b>Average</b>	<b>61,499,207</b>	<b>52,632,719</b>	<b>56,435,632</b>	<b>5,543</b>	<b>76,978</b>	<b>209,441</b>	<b>493,844</b>	<b>643,351</b>	<b>544,018</b>

Month	2 Yr T-Note			90 Day T Bill		
	2 Yr T-Note	2 Yr T-Note	2 Yr T-Note	90 Day TBill	90 Day TBill	90 Day TBill
	2021	2022	2023	2021	2022	2023
January	0.11%	1.18%	4.21%	0.06%	0.24%	4.58%
February	0.14%	1.44%	4.81%	0.04%	0.37%	4.72%
March	0.16%	2.28%		0.03%	0.51%	
April	0.16%	2.70%		0.01%	0.81%	
May	0.14%	2.53%		0.01%	1.13%	
June	0.25%	2.92%		0.05%	1.66%	
July	0.19%	2.89%		0.06%	2.34%	
August	0.20%	3.45%		0.04%	2.87%	
September	0.28%	4.22%		0.04%	3.26%	
October	0.48%	4.51%		0.05%	4.06%	
November	0.52%	4.38%		0.05%	4.27%	
December	0.73%	4.41%		0.05%	4.30%	
<b>Average</b>	<b>0.28%</b>	<b>3.08%</b>	<b>4.51%</b>	<b>0.04%</b>	<b>2.15%</b>	<b>4.65%</b>

Month	SeaTac Current Yield			LGIP Interest Rate			2023 Budget		
	City 2021	City 2022	City 2023	LGIP 2021	LGIP 2022	LGIP 2023	Actual	Budget	% of Budget
January	1.24%	0.78%	2.04%	0.14%	0.09%	4.39%	341,949	124,253	275%
February	0.96%	0.78%	2.04%	0.14%	0.11%	4.61%	220,439	124,253	177%
March	0.88%	0.78%		0.11%	0.23%		-	124,253	0%
April	0.88%	0.96%		0.10%	0.40%		-	124,253	0%
May	0.88%	0.96%		0.08%	0.70%		-	124,253	0%
June	0.88%	0.96%		0.08%	1.01%		-	124,253	0%
July	0.89%	1.28%		0.18%	1.63%		-	124,253	0%
August	0.89%	1.28%		0.08%	2.24%		-	124,253	0%
September	0.89%	1.27%		0.09%	2.56%		-	124,253	0%
October	0.86%	1.32%		0.09%	3.03%		-	124,253	0%
November	0.76%	1.84%		0.09%	3.76%		-	124,253	0%
December	0.78%	1.85%		0.09%	4.13%		-	124,252	0%
<b>Average</b>	<b>0.90%</b>	<b>1.17%</b>	<b>2.04%</b>	<b>0.10%</b>	<b>1.66%</b>	<b>4.50%</b>	<b>562,388</b>	<b>1,491,035</b>	<b>37.72%</b>