



**KING COUNTY**

1200 King County Courthouse  
516 Third Avenue  
Seattle, WA 98104

**Signature Report**

**September 30, 2014**

**Motion 14236**

**Proposed No. 2014-0300.1**

**Sponsors McDermott**

1           A MOTION acknowledging receipt of a report on the  
2           sustainability of the employment and education resources  
3           fund funding model as required by the 2013/2014 Biennial  
4           Budget Ordinance, Ordinance 17476, Section 105, Proviso  
5           P1, as amended.

6           WHEREAS, Ordinance 17696, Section 16, and Ordinance 17855 (Proposed  
7           Ordinance 2014-0224), Section 30, amended the 2013/2014 Biennial Budget Ordinance,  
8           Ordinance 17476, Section 105, which appropriated the employment and education  
9           resources fund 2013/2014 biennium budget, by adding and amending Proviso P1, and

10           WHEREAS, Ordinance 17476, Section 105, Proviso P1, as amended, concerned  
11           \$500,000 that shall not be expended or encumbered until the executive transmits a report  
12           on the sustainability of the employment and education resources fund funding model and  
13           a motion that acknowledges receipt of the report, and the motion is passed by the council;

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

15           The council acknowledges receipt of the report, as described in this motion, and

16 releases \$500,000 for expenditure of the \$500,000 that is the subject of the 2013/2014  
17 Biennial Budget Ordinance, Ordinance 17476, Section 105, Proviso P1, as amended.  
18

Motion 14236 was introduced on 7/21/2014 and passed by the Metropolitan King  
County Council on 9/29/2014, by the following vote:


Yes: 9 - Mr. Phillips, Mr. von Reichbauer, Mr. Gossett, Ms. Hague,  
Ms. Lambert, Mr. Dunn, Mr. McDermott, Mr. Dembowski and Mr.  
Upthegrove  
No: 0  
Excused: 0

KING COUNTY COUNCIL  
KING COUNTY, WASHINGTON



Larry Phillips, Chair

ATTEST:



Anne Noris, Clerk of the Council

**Attachments:** A. Report on the Sustainability of the Employment and Education Resources Fund  
Funding Model

**Attachment A:  
Report on the Sustainability of the  
Employment and Education Resources  
Fund Funding Model**

---



**King County**

Department of Community and Human Services  
Community Services Division

July 2014

**This page intentionally left blank.**

## Table of Contents

Response to Budget Proviso .....	5
Background .....	6
A. EER Fund Revenue History.....	7
Decline in Overall Federal Funding .....	7
One-Time Federal Funding During Recession to Address National Unemployment.....	7
General Fund: Direct Service Operation versus Contracted Services.....	7
County Non-General Fund as an Important Source of Revenue .....	8
State Funding .....	8
Philanthropic Funding.....	8
Importance of Mixing Multiple Sources of Revenue to Ensure Continued Services .....	8
B. EER Expenditure History .....	8
Staffing .....	9
Salaries, Wages and Benefits .....	9
Contracted Services .....	9
Participant Costs .....	9
Building Costs.....	9
Central Rates.....	9
Other Operating Costs .....	10
General Fund and CFS Fund Utilization in the EER Fund .....	10
C. Contracted Services Performance Measures and Outcomes .....	10
D. EER Fund Outputs, Performance Measures and Outcomes.....	11
E. Identification of Outcomes and Performance Goals, including Equity and Social Justice Impact.....	12
Outcomes and Performance Goals .....	12
Equity and Social Justice .....	13
Youth Programs Impact on ESJ .....	13
Adult Programs Impact on ESJ .....	14
F. EER Sustainability for the Next Five Years and Return on Investment .....	14
Return on Investment of Public Funds.....	15
G. Recommendations for a Self-Sustainable Funding Model for EER for the 2015-2016 Biennium .....	16
Revenue Generating Activities.....	17
Resource Optimizations .....	18
Rightsizing of Current Programs and Supportive Staffing Level .....	18

Appendices to Report on the Sustainability of the Employment and Education Resources Fund Funding Model	21
Appendix A.1 EER Revenue Funding Sources.....	22
Appendix A.2 Significant Funding Changes to EER; 2005 – 2013.....	23
Appendix A.3 Summary of Revenues 2005 – 2013 .....	24
Appendix A.4 List of Revenues 2005 – 2013 .....	25
Appendix B.1 Summary of Expenditures 2005 – 2013.....	26
Appendix B.2 Full Time Employee (FTE) and Term Limited Temporary (TLT) Counts 2005 – 2013 .....	27
Appendix B.3 King County General Fund (GF)/Children & Family Services (CFS) Expenditures in EER .....	28
Appendix C. 1 Historical Summary of Contracts Funded by the EER Fund; 2005-2011 – Performance Outputs	29
Appendix C.2 Detailed List of Program Performance for Contracts Funded by the EER Fund in 2012 & 2013..	30
Appendix D.1 Summary of Outputs, Performance Measures and Outcomes for 2005-2013 .....	31
Appendix D.2 Outputs, Performance Measures and Outcomes for 2012 & 2013 - EER Direct Services.....	32
Appendix E.1 Barriers to Self-Reliance and Demographics in 2013.....	33
Appendix E.2 Youth Employability Gains and Positive Exits by Race 2005 - 2013.....	33
Appendix F.1 General Fund and Children & Family Services Fund as Revenues in EER 2005 – 2013 .....	34
Appendix F.2 EER Revenues & Expenditures 2005 – 2013 .....	35

## Response to Budget Proviso

This report analyzes historical revenues, expenditures and performance for the Employment and Education Resources (EER) Fund as it supports the work of employment and education services being provided by and contracted through the Community Services Division (CSD) within the King County Department of Community and Human Services (DCHS). Additionally, it describes current efforts underway to ensure long term sustainability for the EER Fund and makes targeted recommendations for how to sustain the fund for the 2015-2016 biennium. Specifically, this report provides responses to the following items outlined in the 2013/2014 Biennial Budget Ordinance 17476, Section 105, Proviso P1, as amended.

- A. *A historical summary of revenue for the employment and educational resources fund, including the funds previously named work training, youth employment, and displaced worker that were subsumed by the employment and educational resources fund in 2012, from 2005 to 2011. General fund and children and family services fund revenues should be clearly highlighted and shown over the period. For 2012 through 2013, a list of detailed revenue by program shall be included;*
- B. *A historical summary of expenditures for the employment and educational resources fund, including the funds previously named work training, youth employment, and displaced worker that were subsumed by the employment and educational resources fund in 2012, from 2005 to 2011. Programs supported by general fund and children and family services fund revenues, in whole or in part, should be clearly highlighted and shown over the period. For 2012 through 2013, a detailed list of expenditures by program shall be included. FTE and TLT figures and facility-related costs should also be included;*
- C. *A historical summary of contracts funded by program from the employment and educational resources fund, including the funds previously named work training, youth employment, and displaced worker that were subsumed by the employment and educational resources fund in 2012, from 2005 to 2011, highlighting performance outputs. Contracts supported by general fund and children and family services fund revenues, in whole or in part, should be clearly highlighted and shown over the period. For 2012 through 2013, a detailed list of contracts by specific program, amount, outcomes and performance goals for each program shall also be included;*
- D. *A summary list of outputs, performance measures and outcomes of the employment and educational resources fund, including the funds previously named work training, youth employment, and displaced worker that were subsumed by the employment and educational resources fund in 2012, from 2005 to 2011. For 2012 through 2013, a detailed list of outputs, performance measures and outcomes shall also be included;*
- E. *The identification of the outcomes and performance goals, including social justice and equity goals, of each program supported by the employment and educational resources fund and data on the progress or achievement of the identified goals and outcomes.*

- F. An analysis and assessment of the sustainability of the employment and educational resources fund over the next five years. This assessment shall include review and analysis of the return on investment of public funds and the effectiveness of the program in meeting its outcome and performance goals; and*
- G. Recommendations on a self-sustaining funding model or funding models for the employment and educational resources fund for the 2015-2016 biennium, in light of declining resources for human services and a constrained general fund.*

## **Background**

The Employment and Education Resources Fund (EER Fund), formerly the Work Training Program (WTP) Fund, in the Department of Community and Human Services (DCHS), Community Services Division (CSD), provides funding to support self-reliance focused youth and adult employment and education programs. Programs under EER offer services throughout King County in partnership with numerous community organizations and leverage and integrate multiple funding streams.

WorkSource/YouthSource Renton, located at 500 SW Seventh Street in Renton, is the only full service one-stop center certified by the Workforce Development Council of Seattle-King County (WDC) in the WorkSource system. King County began management of WorkSource/YouthSource Renton in July 2000 as part of the County Executive's implementation and oversight of the federal Workforce Investment Act (WIA). King County's leadership in improving the quality of the workforce development system has been recognized by national, state and local partners.

Many services are provided directly by County staff in two primary locations (WorkSource/YouthSource Renton and Learning Center North) and some services are contracted with community partners through other sites. WorkSource/YouthSource Renton is a major integrated service one-stop center serving customers in high poverty areas in south King County. Learning Center North is located on the campus of Shoreline Community College and is part of a long term partnership re-engaging high school dropouts. The King County Veterans Program's south County services are integrated into WorkSource Renton as well.

Populations served through direct and contracted services include youth who have dropped out of high school; youth in danger of dropping out of high school; youth and adults involved in the criminal justice system (including south County gang-involved youth); homeless families, young adults; young parents with children; veterans and their families in need; and displaced/laid-off workers.



## **A. EER Fund Revenue History**

The EER Fund is made up of federal, state, county and philanthropic funding. For a complete listing of all fund sources for the EER Fund see Appendix A.1. In addition, Appendix A.2 provides a brief summary of significant funding changes since 2006.

### **Decline in Overall Federal Funding**

The primary source of funding for the EER programs is federal funding from the United States Department of Labor (DOL), which provides WIA funds to serve dislocated workers and youth as contracted through the WDC. In general, WIA funding is awarded in adverse relation to the economy in a region. When the economy does poorly, as it did in the recent recession in 2008, federal funding goes up. As the economy improves, which it has since 2012, federal funding to the region goes down.

In 2005, the federal government provided over \$10 Million to fund education and employment training programs and activities (which equated to 79 percent of the EER budget), whereas in 2013 they funded just over \$3.9 Million (38 percent of the EER budget). See Appendix A.3.

### **One-Time Federal Funding During Recession to Address National Unemployment**

King County has seen a consistent decline in federal funding for job training and education programs since 2005, with the exception of some targeted, time limited funding to deal with the effects of the recession. From 2009 to 2011 there was an increase in funding from DOL, as well as one-time American Recovery and Reinvestment Act (ARRA) funding to serve dislocated workers. There was also funding from the United States Environmental Protection Agency (EPA) for two fiscal years in 2009 and 2011. In addition, there was a new program called "LEAP" funded through the Washington State Department of Social and Health Services (DSHS) which provided indirect federal funding between 2010 and 2012. These one-time funding efforts were targeted to help offset the effects of the recession and as the economy has improved, the decline in federal funding has continued on its pre-recession trajectory.

### **General Fund: Direct Service Operation versus Contracted Services**

To understand how revenues have impacted the support for direct services being provided through WorkSource/YouthSource Renton, it is important to distinguish between revenues that go to direct services and revenues that pass through the EER Fund to community-based organizations. King County General Fund (general fund) and the Children and Family Services (CFS) Fund are extremely important sources of revenue for the EER Fund. While general fund and CFS revenues in the EER Fund have increased between 2005 and 2013 (over \$1.6 Million in 2005 to almost \$3.5 Million in 2013), the increased revenues were largely pass-through funds for services provided by community-based organizations and they provided minimal support for the operations of WorkSource/YouthSource Renton. See Appendix A.4.

Although this influx of funding from the County general fund and CFS Fund has increased the overall EER revenue in 2012 and 2013, isolating the County support for the direct service operation costs of the EER programs illustrates a net reduction of almost \$800,000 (47 percent) since 2005. In 2005, County support to EER for direct service operation costs was \$1.6 Million which has decreased to \$861,113 in 2013.

## **County Non-General Fund as an Important Source of Revenue**

Other important sources of revenue from non-general fund King County funding sources include the Mental Illness and Drug Dependency (MIDD) Fund, Veterans and Human Services Levy (VHSL) and King County Superior Court. In 2005, these revenue sources totaled approximately \$300,000, while in 2013 they exceeded \$2.2 Million. A large portion of the Levy funds in 2013 are carry-forward funds from the first Levy (\$871,912) that sunset in 2014. These funds are mostly restricted and targeted to specific purposes that may not offset reductions in other EER services.

## **State Funding**

State funding (\$627,000 in 2005 and \$726,103 in 2013) has been an important and fluctuating source of revenue for the EER Fund since 2005. State funding was received in 2013 from partnering community colleges (Shoreline, Renton Technical College and Bellevue College) as well as state agencies (Employment Security Department (ESD) and the Department of Labor & Industries (L&I) for FairShare<sup>1</sup>.)

## **Philanthropic Funding**

The final category of funding received in the EER Fund since 2005 is philanthropic funding. While it makes up a small part of the funding received (\$63,000 in 2005 and \$77,000 in 2013) these funds often serve as catalyst funds that are critical to the implementation of new approaches to service delivery or program design that the more narrowly constrained funds often will not allow.

## **Importance of Mixing Multiple Sources of Revenue to Ensure Continued Services**

Appendix A.4 reflects the ups and downs through the years of the EER Fund as various programs and grants have come and gone. Having all of these various sources of revenue come together into one fund permits for a stabilization of the ebbs and flows of various revenue streams. This mixing has allowed DCHS to ensure that residents of King County are connected to jobs and education, even while funding streams have fluctuated.

## **B. EER Expenditure History**

Appendix B.1 illustrates historical expenditures of the EER Fund from 2005 to 2013. In response to fluctuating revenues, the expenditures of the EER Fund also fluctuated between 2005 and 2013.

---

<sup>1</sup> FairShare is the term used to describe the aggregate contribution from all of the partners at WorkSource Renton which essentially assists in paying for the overhead costs of the center. FairShare includes contribution to cost of space, supplies, staffing support, technology and access to center resources afforded through the partnership. Annual Individual Resource Sharing Agreements assign the amount of FairShare contribution to each partner based on the amount of seats they purchase. These dollars then roll into the FairShare account to assist in paying the overhead center costs at WorkSource Renton.

## **Staffing**

In response to ongoing funding fluctuations, EER has used various strategies to balance the budget through the years, including expanding partnerships, seeking grants and revenue generating activities, reducing programs and reducing the number of staff. In 2005, EER supported 103 full-time (FTE) staff compared to 43 FTEs in 2013. See Appendix B.2.

## **Salaries, Wages and Benefits**

As EER programs mostly provide direct services to King County residents, the largest category of expenditures in EER programs is the Salaries, Wages & Benefits. In 2005, Salaries, Wages & Benefits comprised 58 percent of the total expenditures compared to 39 percent in 2013. See Appendix B.1.

## **Contracted Services**

The Contracted Services category is the second largest expenditure category as EER programs established partnerships with local community-based non-profit organizations to provide additional education and training services. Contracted Services accounted for 11 percent of the total expenditures in 2005. In 2009, the King County Jobs Initiative (KCJI) was incorporated into the EER fund and increased the Contracted Service portion to 16 percent of total expenditures. The EER programs also received additional funding for ARRA and LEAP programs which contributed to the increase in the Contracted Services between 2009 and 2011. In an effort to consolidate all youth programs into one fund, Youth and Family Services Association (YFSA), Juvenile Justice Initiative (JJI), Gang Prevention and Avanza were transferred to the EER Fund in 2012, increasing this expenditure category to 31 percent of total expenditures by 2013. See Appendix B.1.

## **Participant Costs**

The third pertinent category of expenditures in the EER Fund is Participant Costs. This category is mainly required by the EER program revenue contracts and is fully reimbursed by the funders. This is another category of expenditures that has faced a steady decline due to reduced funding for staff and services for participants resulting in fewer participants being served. In 2005, 14 percent (\$1.7 Million) of the expenditures were for client participant costs, paying for trainings, education, General Education Diploma (GED) certifications, transportation and other job-related expenses on behalf of the client. This was down to seven percent (\$846,116) by 2013. See Appendix B.1.

## **Building Costs**

Another category of expenditures is Building Rent/Lease Payments for the building that hosts WorkSource/YouthSource Renton. In 2007, DCHS entered into a 10-year lease agreement, which terminates in May 2017. The Building Rent/Lease Payment has kept fairly steady during 2005 (\$933K – seven percent of the total expenditures) to 2013 (\$879K – eight percent).

## **Central Rates**

The Central Rate category includes central rates, Department and Division overhead. Central rates increased from 2005 to 2013. In 2005, the rate was seven percent (\$927K) of the total expenditures. By 2013, it was at 12 percent (\$1.4M).

## **Other Operating Costs**

The Other Operating Costs category includes office supplies, copier rentals, telephones and communications. This category has kept fairly steady, accounting for four percent of the total expenditures in 2005 and three percent in 2013.

## **General Fund and CFS Fund Utilization in the EER Fund**

Appendix B.3 shows how funding from the general fund and CFS Fund has been utilized from 2005 to 2013. The general fund received in earlier years (2005 to 2008) was used to supplement the operation of Youth In-School and Out-of-School programs. During these years, the general fund also funded contracted services for a program named New Start.

As shown in Appendix B.3, out of \$3.5 Million general fund and CFS Funds, \$2.15 Million, or about 62 percent, is used to fund Contracted Services for YFSA, JJI, KCJI and Gang Prevention. Approximately \$469,000, or 13 percent, is used to fund direct services and program administration. \$861,113 (25 percent of general fund/ CFS Fund) is used for EER operations of Youth In-School & Out-of-School programs.

## **C. Contracted Services Performance Measures and Outcomes**

The DCHS' CSD has maintained a commitment to responsible stewardship of public funds through informed contract management. The division holds contractors accountable to the highest performance standards using increasingly sophisticated performance reporting systems. Currently, CSD manages over 540 active contracts for community-based services, capital projects worth over \$51 Million and provides services to over 150,000 clients annually.

The contracted services managed by EER are integrated into the overall CSD performance measurement framework. In addition to internal CSD performance reporting requirements, the EER contracts are held accountable to the performance reporting standards of the state and federal funding sources managed by EER including WIA, Washington State Employment Security Department (ESD) and others.

From 2005 through 2013, over \$13.5 Million was provided to community based organizations for youth and adult services through EER. The number of annual EER contracts and exhibits ranged from a low of 16 contracts in 2008 to a high of 35 contracts in 2013.

In 2012-2013, the eight EER contracted programs were:

1. Youth and Family Service Agencies (16 providers)
2. Juvenile Justice Intervention Program (5 providers)
3. WIA Out of School Consortium (4 providers)
4. WIA Stay in School (3 providers)
5. Avanza – King county Superior Court (1 provider)
6. King County Jobs Initiative (3 providers)
7. Veterans and Human Services Levy Homeless Employment Program (3 providers)

#### 8. Juvenile Offender Implementation Grant (4 providers -- program ended 12/2012).

Contracted services for youth and young adult programs totaled over \$2,200,000 in 2013 and served over 10,800 clients. Contracts for adult employment services totaled over \$1,062,000 and served over 525 clients in 2013.

In 2013, the youth programs consistently exceeded their performance targets both in numbers served and percentage of achieved program outcomes. In 2013, the adult programs met goals for numbers served and job/training placements.

Appendix C.1 contains a historical summary of contracts funded from 2005 to 2011 by the EER fund, highlighting performance outputs. For 2012 through 2013, Appendix C.2 contains a summary of details on outcomes and the full range of performance goals and actual performance for each of the EER programs.

### **D. EER Fund Outputs, Performance Measures and Outcomes**

As cited in prior sections, the EER Fund has supported both direct services and contracted services to youth and adults. King County EER direct services staff maintains a robust management information system for all youth programs and adult services.

The EER direct services staff has a strong and consistent history of meeting performance outcomes established by grants/funders. Staff is motivated by the knowledge that the economic consequences of high unemployment are enduring, and failing to help people find gainful employment will result in lost earnings, greater societal costs, and slower economic growth tomorrow.

Performance measurements for adults include attaining a job and or increasing earnings. For youth, measures include attaining specific educational credentials at the secondary and post-secondary levels that increase each person's basic skills and job-specific skills, as well as employment. Partnerships with employers and secondary and post-secondary educational institutions assure that the preparation for living wage careers is grounded in the real labor market in King County.

The EER programs encourage self-reliance by placing clients on the path to lifelong learning and labor market success through assisting clients in achieving educational goals, securing employment with stable earnings, wage progression and job retention.

From 2005 through 2013, 11,042 clients completed services provided by EER programs (not including YFSA or JJI programs, which were added to EER in 2012). Of these, 7,981 clients were placed in employment or college for an overall success rate of 72 percent.

Appendix D.1 demonstrates the performance of EER direct services, as well as the performance of contracted services funded through the EER Fund and includes a summary list of outputs, performance measures and outcomes for 2005 to 2013. Appendix D.2 includes a detailed list of outputs, performance measures and outcomes for 2012 through 2013.

## **E. Identification of Outcomes and Performance Goals, including Equity and Social Justice Impact**

Programs and services funded through the EER Fund have a long history of meeting or exceeding performance goals as reported in Sections C and D. The outcomes and performance goals have been developed over many years working with national and regional partners and funders. The EER Fund provides services to vulnerable populations including low income and unemployed youth and adults, homeless individuals, youth and adults at risk of involvement in the criminal justice system, as well as youth at risk of dropping out of school or who have dropped out of school.

The projects funded and managed by EER have always had a strong focus on meeting established broader social and economic outcomes for our clients, and measuring and demonstrating programmatic impact. Appendix C.2 provides a detailed list of program performance for contracts funded by the EER Fund in 2012 and 2013; Appendix D.1 summarizes EER youth and adult program outcomes in 2005 through 2013 and Appendix D.2 provides a snapshot of the outcomes for direct services provided by EER programs in 2012 and 2013.

### **Outcomes and Performance Goals**

The outcomes and performance goals for the EER Fund are largely determined by funding source. For example, WIA-funded youth program outcomes and performance goals are set by DOL, the State of Washington and the WDC. Key outcomes and performance measures are:

- The number of youth completing a secondary credential (high school diploma or GED)
- The number of youth completing the program and entering a positive activity. A positive activity is defined by the DOL as entering post-secondary education, advanced training, unsubsidized employment or military service.

The Juvenile Justice Intervention Program has a goal of reducing justice involvement and measures youth achievement in program outcomes by reduction of recidivism and involvement in the juvenile justice system

The YFSA outcomes and performance goals vary by YFSA contract in order to meet the needs of their respective community. The main outcome is to increase pro-social behaviors in the youth they serve. Pro-social behaviors include: school attendance; school performance; no or decreased substance use; no anti-social behavior; improved family relationships; and/or no or decreased juvenile justice involvement/gang involvement. Evidence has shown that an increase in pro-social behaviors results in reducing justice system involvement, higher educational attainments and greater economic opportunity as an adult.

The adult EER programs focus on helping adults overcome education and employment barriers (homelessness, criminal justice involvement, disability) allowing them to engage or re-engage in the workforce and begin a career path for long term self-reliance. The Dislocated Workers Program focuses on renewing careers and avoiding the long term devastating impacts of chronic unemployment. The main outcomes and performance goals for adult EER programs are:

- Completion of trainings, attaining education or professional skills and credentials
- Placement into employment

- Attaining livable wages
- Retention of employment

As demonstrated by Appendices C.1 – D.2, EER programs' performance regularly exceeded their established goals for outcomes and performance.

### **Equity and Social Justice**

Unequal access to education, employment, self-reliant income and economic opportunity are the preeminent equity and social justice (ESJ) issues of our times. This is especially true where access and opportunity is strikingly uneven based upon race, gender, age or current economic status. The nature of EER's funding, specialized programs, and the clients served results in a consistent achievement of positive equity outcomes. The EER programs consistently serve high proportions of people of color, low-income, homeless, women and disabled individuals and strive to tailor services in culturally appropriate ways to targeted populations in need. The EER Fund makes significant impacts to King County's ESJ goals by providing services that are vital to economic self-reliance and influences five of the County's determinants of equity:

- Quality Education
- Family Wage Jobs and Job Training
- Economic Development
- Community and Public Safety
- Strong and Vibrant Neighborhoods

### **Youth Programs Impact on ESJ**

Appendix E.1 demonstrates the barriers to self-reliance faced by EER clients (youth and adults). Further, the EER youth program strives to ensure that youth of color are making progress at a similar rate as their white counterparts, and have equal access to services. Over 72 percent of the youth served are of color. Over 80 percent of EER's youth clients are below poverty and 68 percent are high school drop outs.

According to King County Superior Court, youth of color are most likely to be involved in the justice system as evidenced by these statistics in 2012:

- 65 percent of the individuals booked into King County juvenile court were youth of color (four in ten youth were African-American youth).
- African-American youth are nearly five times more likely than white/Caucasian youth to be referred by law enforcement.
- African-American youth are nearly seven times more likely to have charges filed.
- African-American youth are nearly eleven times more likely to spend time in secure detention.

Despite the barriers faced by youth of color at enrollment, EER, as noted in Appendix E.2 has consistently met or exceeded performance standards. The EER youth outcomes are consistently between 83 and 91 percent success in increasing employability, and 60 to 68 percent success in

exiting youth into school or work regardless of race. Appendix E.2 shows that youth of color have a very similar success rate as their white counterparts.

### **Adult Programs Impact on ESJ**

With the exception of the Dislocated Worker Program, the EER adult programs are all focused on the hardest to serve, disadvantaged adults in King County. Appendix E.1 identifies the barriers to self-reliance for adult programs.

- The King County Jobs Initiative serves clients who are below poverty (over 83 percent), people of color (78 percent) and limited English speaking clients (16 percent).
- Career Connections serves clients who are homeless and below poverty (100 percent), people of color (59 percent), and female (47 percent).
- Although only one in ten of the Dislocated Worker Program clients (11 percent) are low-income, close to one-third are persons of color and almost half (44 percent) are women.
- Of the Veterans Aerospace Manufacturing Pilot Project clients receiving intensive services, 100 percent were low-income, 42 percent were persons of color, and 28 percent were homeless at the time of entry to the program.

While the EER Fund has not historically had established ESJ goals, due to the sources of funds and the programs' design, these programs demonstrate a strong example of King County's long standing commitment to serving those most in need and vulnerable in our community.

### **F. EER Sustainability for the Next Five Years and Return on Investment**

As reviewed in sections A and B, revenues have fluctuated and have been on a downward trajectory. Each year, adjustments have been made to either seek out new revenues or reduce expenditures. While staffing has been reduced over time, the costs to provide direct services has steadily increased as central rates have increased disproportionate to the level of staffing. Adding to the decrease in federal funding and increased central rates is the reduction in County flexible funds. In 2008, the County provided over \$2 Million in CFS funds to support EER operations; in 2013 that amount had been reduced to just over \$861,000. See Appendix F.1.

It's important to note that the contract year for the WIA funds (July through June) is out of sync with the County fiscal year, therefore Appendix F.2 implies that the EER Fund has operated for a deficit most of the years since 2005. In actuality, this misalignment has allowed the program to continue to operate every year with minimal additional County General Fund support, with the exception of years when large reductions in federal funds occur during the mid-County fiscal year.

Federal grants received will not cover 100 percent of the central costs and overhead necessary to administer those grants. The reduction in both federal funding and non-dedicated flexible general funds and the increase in central rates adversely affect the programs' sustainability unless other flexible revenues are identified or generated.



In order to define the longer term sustainability of these important and meaningful services, the DCHS Department Director, in conjunction with the Executive's Office, has undertaken a Line of Business review of all education and training programs within DCHS. While this effort has only recently begun, it is already resulting in meaningful cross-departmental dialogue. The Line of Business efforts will continue beyond the due date of this proviso as we are re-envisioning services for the next decade as part of the Line of Business initiative.

Currently, the WDC is undertaking a review of how services are being delivered. The WDC is engaging all service providers in transforming the service delivery model in the region to ensure that those who are long-term unemployed have better access to services that result in employment and wages. In addition, Congress has taken recent steps, led by Washington's own Senator Patty Murray, who has offered bipartisan and bicameral legislation to reauthorize the federal WIA. The draft legislation, while retaining the one-stop center model of service, takes steps toward further integrating many services into the one-stop center including programs serving individuals with developmental disabilities.

Finally, DCHS is an active participant in efforts to implement the Health and Human Services Transformation Plan which will further shape what the future of service delivery to the most vulnerable of our citizens looks like.

These multiple, concurrent efforts should be viewed as part of a bigger picture as we continue to identify sustainable funding for the EER programs.

### **Return on Investment of Public Funds**

The investment of public funds towards youth involved in the juvenile justice system, youth at-risk of not completing their education, as well as engaging youth and adults in secondary education and developing long term career pathways has always paid a significant social and financial benefit.

The range of programs supported by EER has consistently demonstrated their success at meeting outcomes and performance goals (as cited in sections C and D, as well as corresponding appendices). The social impact return has been substantial as youth re-engage in education and achieve milestones on a pathway to a more successful life with increased opportunity. For adults leaving homelessness; overcoming disability, unemployment and education barriers restores self-esteem, promotes recovery and overcomes the debilitating effects of a lifetime of instability.

In a broader sense, the actual financial return on our investment in clients depends upon where in their life they engage in services, and the degree EER was successful at getting them in college, a professional credential, or a stable income.

Some measures of return on investment include:

#### **Juvenile Justice Intervention**

In a 1998 study conducted by Mark Cohen, one of the nation's leading experts on the costs of crime, a typical criminal career was estimated to cause \$1.3 to \$1.5 Million in costs to victims and taxpayers. The monetary value of saving a high-risk youth from embarking on a life of crime was estimated to be between \$1.7 and \$2.3 Million.

In terms of return on investment, the County provided \$730,000 to EER in 2013 to provide services to 524 justice involved youth. Of these clients, 356 met program goals. The project had a 77 percent success rate for clients not re-offending in 2013 – estimating that 274 clients will not re-offend. The project cost per success is estimated at \$2,664. Because these youth are on track to not turn to a life of crime, the County (and greater society) will save a projected \$465.8 Million dollars over the lifespans of these 274 youth. This equates to a return on investment of \$638 for each dollar invested per youth.

#### **Homeless/Disability Employment**

The recently completed Veterans Aerospace and Manufacturing Pilot Project (AMP) demonstrated the immediate impact of helping unemployed, homeless, and disabled veterans secure jobs. For an investment of approximately \$5,800 per client, clients received an increase of approximately \$20,000 in annual income per year. Based on exit data, the 115 successfully employed AMP clients in 2013 will realize a combined gain of \$2,364,770 in wages during the first full year of employment, from a total King County investment of \$861,000. Not only will the clients realize \$2.51 per \$1.00 spent, these wages will result in increased tax revenue and reduced veterans social services costs. For the 34 homeless clients who secured jobs, this will result in significantly less dependence on the costly King County homeless services system.

#### **Educational Attainment**

As EER assists youth and young adult clients along a pathway towards education credentials, each milestone significantly increases annual earning potential. In an economic study done in 2012 for Renton Technical College, the analysis showed a significant increase in annual earnings for those students who had earned an Academic Associates (AA) degree over those with only a high school diploma.

According to the 2011 American Community Survey (ACS Census), a male (over 25 years of age) with less than a high school diploma earns approximately \$31,420 annually, while a female earns approximately \$21,110. A male with a high school diploma (or equivalency degree) earns approximately \$40,450 – a \$9,020 increase in average annual income over an individual without a diploma. A female with a high school diploma (or equivalency degree) earns approximately \$30,110 – also a \$9,000 increase in average annual income.

In 2013 alone, 134 EER program clients received a GED, and 60 clients received a high school diploma. Consistent with the ACS Census, these 194 successful clients can individually expect to earn approximately \$270,000 more, or a combined \$52,380,000 additional income, over the span of a 30 year career than they would have earned without a diploma or GED.

### **G. Recommendations for a Self-Sustainable Funding Model for EER for the 2015-2016 Biennium**

In mid-2013, the EER Fund faced a significant decline of WIA funds from the WDC of Seattle-King County. This resulted in staffing reductions as well as other program expense cutbacks in 2013 and 2014. To help mitigate some of these losses, the EER Fund received one-time support of \$482,500 from the County General Fund and CFS Fund. Along with these dollars, a budget

proviso was issued that has resulted in this analysis and report. In the following section, multiple strategies are identified to decrease the need for additional general fund in the 2015-2016 biennium in light of declining resources for human services and a constrained general fund.

For the 2015-2016 biennial budget, the EER Fund faces an approximate \$1.3 Million projected deficit. Both long-term and short-term mitigation strategies were explored to fund the EER program for the biennium, while the efforts identified in Section F are currently being pursued. The mitigation strategies recommended here are categorized into three major areas: (1) Revenue Generating Activities; (2) Resource Optimizations; and (3) Rightsizing of Current Programs and Supportive Staffing Level.

### **Revenue Generating Activities**

The major focus in revenue generating activities strategies is to leverage what we are currently providing and seek additional funding with minimal increase in expenditures. The following strategies have been identified:

**Expansion of Department of Social and Health Services (DSHS) Basic Food, Education and Training (BFET) Program.** This strategy expands the current revenue contract EER has with DSHS to serve individuals who receive food stamps with employment and job search services. Over the last several years, we have utilized BFET funding to help offset the costs of serving food stamp recipients in our KCJI and Homeless Employment Program (HEP). Moving forward, EER will work with DSHS to allow us to utilize BFET funding to serve any other individuals who receive food stamps in other EER programs as we seek to efficiently provide targeted job search assistance to these individuals.

**Expansion of services at Learning Center North.** This strategy utilizes existing resources available with partnering organizations - Shoreline Community College, Seattle Education Access (SEA) and Monroe School District – to expand hours of the Learning Center North program into evenings and increase the number of students served. Learning Center North has been working with the listed partners to serve high school dropouts and move them through attaining their GED. Due to the unique partnership we have created, all students who achieve their GED in this program are automatically eligible to have their tuition and books paid for by the Monroe School District to allow them to attain a post-secondary degree.

**Expansion of Youth Open Door Program at YouthSource Renton.** This strategy is to seek one-time funding from philanthropic organizations to expand the current partnership with Renton Technical College and Renton School District to help high school dropouts achieve their GED and continue onto post-secondary education. This model is very similar to that which was first implemented at Learning Center North though it is focused in South King County. The one-time funding will cover the costs of staff for one year. For each successful outcome (students attending classes and attaining academic progress) we earn revenue from the school district. The program is designed to serve a sufficient number of students to generate revenue to cover the costs of the program and generate a small amount of additional revenue for the EER Fund.

**Pursuit of additional revenue grants.** Currently, DCHS is pursuing additional grant revenue available through the DOL and WIA. The challenge with pursuing additional grants with caps on administrative charges is identifying flexible funding to help cover the central rates and overhead costs associated with administering those grants.

### **Resource Optimizations**

WorkSource Renton has a lease agreement that expires in May 2017. This is one of the major fixed overhead costs that the EER Fund is responsible for regardless of funding availability or changes in program design. Another significant expenditure item is in Information Technology (IT) workstations. We have developed the following strategies to optimize resources:

**IT workstation reduction.** In 2013, DCHS' CSD incorporated a new policy limiting staff to one workstation, either desktop or laptop. This policy is resulting in savings in 2014 that will be reflected in the 2015/2016 budget.

**Increase FairShare partnership collaborations with other King County agencies.** Due to ESD reducing its presence, there is available space at WorkSource Renton. The DCHS is currently working on new partnership collaborations to occupy existing empty space. The DCHS is also in discussion with the King County Human Resources Division and community partners to utilize available classroom space at WorkSource Renton. In addition, DCHS will undergo an analysis of workspace in the Chinook Building occupied by staff who are based in WorkSource Renton and YouthSource Renton. These cubical spaces will be made available to other staff or programs and will not be occupied by staff funded through the EER Fund.

### **Rightsizing of Current Programs and Supportive Staffing Level**

In addition to Revenue Generating Activities and Resource Optimizations strategies, DCHS also evaluated current programs and their funding levels. As a result of this evaluation, DCHS is implementing the following program reductions and staffing changes to help the EER Fund be sustainable for the 2015-2016 Biennium Budget:

**Sunsetting of Aerospace Manufacturing Pilot Program (AMP).** The AMP was originally approved by the King County Executive and Metropolitan King County Council in 2012 and funded using unspent dollars from the first Veterans and Human Services Levy. This program provides intensive case management, training and financial support to unemployed veterans of King County to enter into vocational training to develop skills needed for employment with aerospace and other manufacturers. The pilot program has been extremely successful and the funding is scheduled to sunset at the end of 2014. With the sunset of the AMP, there will be four positions eliminated in the 2015-2016 budget. The Department has evaluated the model to learn from its successes and will implement the strategies in other County-funded training programs.

**Reduction in WIA Youth and Dislocated Worker Programs.** The Department has received communication from the WDC regarding possible additional reductions in Youth and Dislocated Worker programs. If this occurs, DCHS proposes to eliminate one Dislocated Worker position. If the anticipated funding reduction occurs for the Youth Program, DCHS proposes using a small portion of the CFS Fund balance to support one

Youth Program position to assist in the expansion of the Open Door Youth program through Renton Technical College and Renton School District. This one-time infusion of funds supports a youth program staff, which will generate additional funding to support the program in the future.

**Elimination of staffing in CSD.** The Department has utilized an opportunity through a retirement of one EER management staff to evaluate program leadership roles and realign responsibilities among all EER management positions. The department has also evaluated staffing levels in Finance and Administrative Services and proposes a reduction of three positions which are EER or CFS funded.

These mitigation strategies have both short-term and long-term impacts that will shape the funding models of the EER Fund and its sustainability. The DCHS is committed to continuing to monitor and evaluate employment and education programs funded through the EER Fund to ensure that King County residents are provided with opportunities that will help them achieve economic self-reliance.

**This page intentionally left blank.**

**Appendices to Report on the Sustainability of the Employment and Education Resources Fund Funding Model**

## Appendix A.1 EER Revenue Funding Sources

Funding Types	Funding Sources
Federal	<ul style="list-style-type: none"> <li>➤ Workforce Development Council of Seattle - King County (WDC)</li> <li>➤ US Department of Housing and Urban Development (HUD)</li> <li>➤ US Department of Labor (DOL)</li> <li>➤ US Environmental Protection Agency (EPA)</li> </ul>
State	<ul style="list-style-type: none"> <li>➤ Washington (WA) Department of Social &amp; Health Services (DSHS)</li> <li>➤ WA Department of Employment Security (ESD)</li> <li>➤ WA Department of Labor &amp; Industries (L&amp;I)</li> <li>➤ Higher Education – Bellevue College, Shoreline Community College, Renton Technical College</li> </ul>
KC Other Agencies	<ul style="list-style-type: none"> <li>➤ KC Superior Court</li> <li>➤ KC Adult and Juvenile Detention</li> <li>➤ DCHS – Mental Health, Chemical Abuse and Dependency Services Division (MHCADSD) (MIDD), Developmental Disabilities Division (DDD), Community Services Division (CSD) (VHSL)</li> </ul>
KC GF & CFS	<ul style="list-style-type: none"> <li>➤ King County General Fund (GF)</li> <li>➤ Children &amp; Family Service Fund (CFS)</li> </ul>
Private Foundation & Others	<ul style="list-style-type: none"> <li>➤ Building Changes</li> <li>➤ Gates Foundation</li> <li>➤ Miscellaneous revenues</li> </ul>



## Appendix A.2 Significant Funding Changes to EER; 2005 – 2013

Year	Description of Funding Change
2006	<ul style="list-style-type: none"> <li>➤ Approximately 20% federal funding reduction through WDC of Seattle-King County               <ul style="list-style-type: none"> <li>• 38% reduction in Youth programs - In-School and Out-of-School</li> <li>• 10% reduction in Adult Dislocated Worker (WIA Formula) program</li> </ul> </li> </ul>
2008	<ul style="list-style-type: none"> <li>➤ Approximately \$550,000 of Youth Build funding from US Dept of Housing &amp; Urban Development (and then transferred to Dept of Labor) was eliminated</li> </ul>
2009	<ul style="list-style-type: none"> <li>➤ Influx of about \$3.5 Million from federal American Recovery and Reinvestment Act of 2009 between 2009 to 2011; ceased in 2012</li> <li>➤ EPA Education program started in 2009 (ended 2011) with about \$200K federal funding</li> <li>➤ King County Jobs Initiative, originally administered in Executive's Office then in CSD Children &amp; Family Services Fund, transferred to EER</li> </ul>
2010	<ul style="list-style-type: none"> <li>➤ Significant reductions in King County funding for human services. KC General Fund/CFS funding reduced from \$1.7Million to \$900K</li> <li>➤ WA Dept. of Social &amp; Health Services funded "LEAP" started in 2010 and ended in 2012 – generating about \$1Million each year</li> </ul>
2012	<ul style="list-style-type: none"> <li>➤ Youth &amp; Family Services Association (YFSA) and Juvenile Justice Intervention (JJI) programs previously administered in CSD's CFS/CSO Fund transferred to EER</li> <li>➤ Veterans' education and employment programs funded with Vets &amp; Human Services Levy started in 2012 - Career Connection, Aerospace Initiative, HERO Internship and Homeless Employment Program</li> </ul>
2013	<ul style="list-style-type: none"> <li>➤ EER faced another significant cut in federal funding due to federal reduction effort in Dislocated Worker (30% reduction) and youth services (8% reduction)</li> </ul>

### Appendix A.3 Summary of Revenues 2005 – 2013

<i>Revenues in \$\$</i>	Actuals	Actuals	Actuals	Actuals	Actuals	Actuals	Actuals	Actuals	Actuals
Revenue Sources:	2005	2006	2007	2008	2009	2010	2011	2012	2013
Federal Funding	10,017,195	7,917,235	6,040,382	5,148,484	6,941,759	5,516,249	5,527,844	6,219,843	3,985,223
State Funding	527,627	671,586	693,789	744,693	884,812	1,540,013	1,339,423	692,800	726,103
KC Other Agencies	290,923	368,648	427,014	581,951	415,269	272,618	243,541	1,720,190	2,255,712
Private Foundations & Others	53,965	33,906	3,510	34,634	122,960	257,174	248,258	46,262	77,762
KC GF & CFS	1,536,508	1,731,380	1,720,258	2,001,212	2,027,448	1,371,390	1,262,790	3,484,120	3,484,120
<b>EER Total Revenues:</b>	<b>12,536,213</b>	<b>10,722,755</b>	<b>8,885,053</b>	<b>8,510,973</b>	<b>10,392,248</b>	<b>9,057,443</b>	<b>9,621,855</b>	<b>12,163,214</b>	<b>10,523,919</b>

<i>Revenues in %</i>	Actuals	Actuals	Actuals	Actuals	Actuals	Actuals	Actuals	Actuals	Actuals
Revenue Sources:	2005	2006	2007	2008	2009	2010	2011	2012	2013
Federal Funding	79%	74%	68%	60%	67%	61%	58%	51%	38%
State Funding	5%	6%	8%	9%	9%	18%	14%	6%	7%
KC Other Agencies	2%	3%	5%	7%	4%	3%	3%	14%	21%
Private & Others	1%	0%	0%	0%	1%	3%	3%	0%	1%
KC GF & CFS	13%	16%	19%	24%	20%	15%	13%	29%	33%
<b>EER Total Revenues:</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

## Appendix A.4 List of Revenues 2005 – 2013

### EER REVENUES - 2005 to 2013

*Yellow Highlights - Highlighting General Fund and Children & Family Services Fund Contribution*

Budget Line Items		2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual
<b>REVENUES</b>										
WorkForce Development Council	Federal	9,477,930	7,285,561	5,480,572	4,660,581	6,368,833	4,156,726	5,087,145	4,944,997	4,384,398
HUD Youth Build	Federal	539,265	631,674	559,810	206,965	-	-	-	-	-
Department of Labor - YouthBuild	Federal	-	-	-	280,938	572,926	246,136	-	-	-
EPA Environmental Education Grant	Federal	-	-	-	-	-	33,380	90,390	70,469	-
WA DSHS Juv Rehab Admin - LEAP	Federal	-	-	-	-	-	1,080,007	1,350,309	1,034,143	(596,033)
WA Basic Food & Education Training	Federal	-	-	-	-	-	-	-	170,235	196,858
	<b>Federal Funding:</b>	<b>10,017,195</b>	<b>7,917,235</b>	<b>6,040,382</b>	<b>5,148,484</b>	<b>6,941,759</b>	<b>5,516,249</b>	<b>6,527,844</b>	<b>6,219,843</b>	<b>3,985,223</b>
WA SB809 Incentive Fund	State	-	-	-	-	-	237,961	790	-	-
DHS Admin	State	-	-	-	-	67,980	453,981	428,039	-	-
Community Colleges	State	342,590	386,161	351,505	339,489	326,386	316,616	296,733	267,000	307,500
FairShare Rental	State	285,097	285,425	342,284	405,204	490,446	631,455	613,862	425,800	418,603
	<b>State Funding:</b>	<b>627,627</b>	<b>671,586</b>	<b>693,789</b>	<b>744,693</b>	<b>884,812</b>	<b>1,640,013</b>	<b>1,339,423</b>	<b>692,800</b>	<b>726,103</b>
Children Home Society	County	79,494	100,413	97,762	76,975	62,132	44,375	25,541	64,914	-
KC Agencies - PH, DD, MCHD, AD, SC	County	211,429	268,235	329,252	504,975	353,137	228,243	218,000	374,600	293,800
CSD VHSL	County	-	-	-	-	-	-	-	1,280,676	1,961,912
	<b>KC Other Agencies:</b>	<b>290,923</b>	<b>368,648</b>	<b>427,014</b>	<b>581,951</b>	<b>415,269</b>	<b>272,618</b>	<b>243,541</b>	<b>1,720,190</b>	<b>2,255,712</b>
Private Foundations	Private	10,635	-	-	-	-	-	-	35,000	66,667
Other Miscellaneous Revenue	Others	53,330	33,906	3,610	34,634	122,960	257,174	248,258	11,262	11,095
	<b>Private Foundations &amp; Others:</b>	<b>63,965</b>	<b>33,906</b>	<b>3,610</b>	<b>34,634</b>	<b>122,960</b>	<b>257,174</b>	<b>248,258</b>	<b>46,262</b>	<b>77,762</b>
<b>Subtotal - EER Revenue exluding GF &amp; CFS</b>		<b>10,999,710</b>	<b>8,991,375</b>	<b>7,164,795</b>	<b>6,509,761</b>	<b>8,364,800</b>	<b>7,686,053</b>	<b>8,359,065</b>	<b>8,679,094</b>	<b>7,044,799</b>
GF/CFS support for EER Operations	GF/CFS	1,636,503	1,731,380	1,720,258	2,001,212	1,541,834	948,763	927,813	861,113	861,113
GF/EER Dededicated Programs & Pass-Thru	GF/CFS	-	-	-	-	485,614	422,627	334,977	2,623,007	2,623,007
	<b>Revenues from GF &amp; CFS</b>	<b>1,636,503</b>	<b>1,731,380</b>	<b>1,720,258</b>	<b>2,001,212</b>	<b>2,027,448</b>	<b>1,371,390</b>	<b>1,262,790</b>	<b>3,484,120</b>	<b>3,484,120</b>
<b>EER Revenue Grand Total:</b>		<b>12,636,213</b>	<b>10,722,755</b>	<b>8,885,053</b>	<b>8,510,973</b>	<b>10,392,248</b>	<b>9,057,443</b>	<b>9,621,855</b>	<b>12,163,214</b>	<b>10,528,919</b>

## Appendix B.1 Summary of Expenditures 2005 - 2013

Expenditure Line Items:	Actuals 2005	Actuals 2006	Actuals 2007	Actuals 2008	Actuals 2009	Actuals 2010	Actuals 2011	Actuals 2012	Actuals 2013
Salaries & Benefits	7,418,250	6,440,211	5,182,655	4,567,740	5,490,008	5,324,905	5,417,905	4,532,637	4,436,707
Building Rent/Lease Payments	933,354	701,114	515,514	635,832	699,834	825,034	800,392	786,593	879,282
Other Operating Costs	452,845	375,019	390,008	481,579	322,642	256,394	250,614	295,738	379,292
Contracted Services	1,140,969	1,013,056	779,774	1,000,274	1,392,655	1,208,567	1,271,124	1,019,666	1,368,481
Contracted Services Funded by GF/CFS	197,504	159,504	159,504	79,752	275,140	263,693	202,309	2,090,029	2,154,532
Participant Costs	1,749,682	1,563,821	490,498	355,168	972,352	807,351	884,707	1,340,259	846,116
Central/Dept/Division OH	927,460	808,755	1,649,320	1,488,359	1,546,922	1,545,167	1,272,500	1,160,105	1,422,948
<b>EER Total Expenditures:</b>	<b>12,820,064</b>	<b>11,061,481</b>	<b>9,167,269</b>	<b>8,608,706</b>	<b>10,699,554</b>	<b>10,231,111</b>	<b>10,099,551</b>	<b>11,225,027</b>	<b>11,487,357</b>

Expenditure Line Items:	Actuals 2005	Actuals 2006	Actuals 2007	Actuals 2008	Actuals 2009	Actuals 2010	Actuals 2011	Actuals 2012	Actuals 2013
Salaries & Benefits	58%	58%	57%	53%	51%	52%	54%	40%	39%
Building Rent/Lease	7%	6%	6%	7%	7%	8%	8%	7%	8%
Other Operating Costs	4%	3%	4%	6%	3%	3%	2%	3%	3%
Contracted Services	9%	9%	9%	12%	13%	12%	13%	9%	12%
Contracted Services Funded by GF/CFS	2%	1%	2%	1%	3%	3%	2%	19%	19%
Participant Costs	14%	14%	5%	4%	9%	8%	9%	12%	7%
Central & OH	7%	7%	18%	17%	14%	15%	13%	10%	12%
<b>EER Total Expenditures:</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

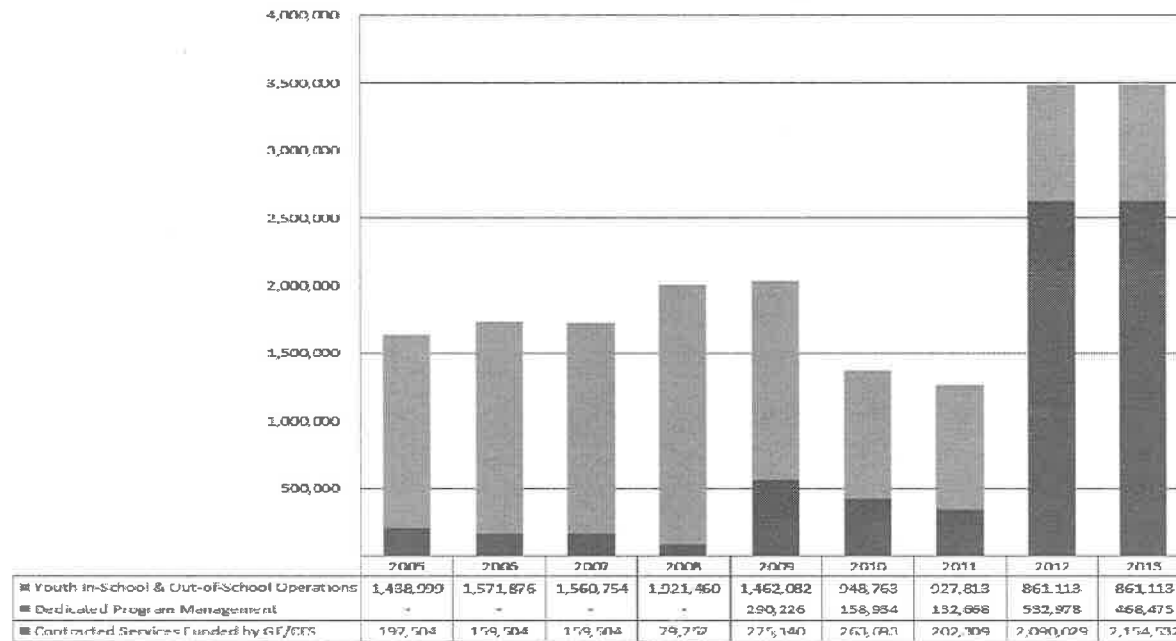
### Appendix B.2 Full Time Employee (FTE) and Term Limited Temporary (TLT) Counts 2005 – 2013

FTE & TLT Counts - Actuals	2005	2006	2007	2008	2009	2010	2011	2012	2013
FTE & TLT Counts	103	96	71	53	49	49	54	49	43
STT - Summer Program Counts					13	13	13		
Total FTE, TLT & STT Counts	103	96	71	53	62	62	67	49	43

### Appendix B.3 King County General Fund (GF)/Children & Family Services (CFS) Expenditures in EER

	Actuals 2005	Actuals 2006	Actuals 2007	Actuals 2008	Actuals 2009	Actuals 2010	Actuals 2011	Actuals 2012	Actuals 2013
<b>GF/CFS Expenditures:</b>									
Contracted Services for YFSA & JJI								1,810,113	1,810,113
Contracted Services for Gang Prevention & Avanza								95,000	95,000
Contracted Services for KCII					195,388	263,693	202,309	184,916	249,419
Contracted Services for New Start	197,504	159,504	159,504	79,752	79,752				
<b>Contracted Services Funded by GF/CFS</b>	<b>197,504</b>	<b>159,504</b>	<b>159,504</b>	<b>79,752</b>	<b>275,140</b>	<b>263,693</b>	<b>202,309</b>	<b>2,090,029</b>	<b>2,154,532</b>
Dedicated Program Management	-	-	-	-	290,226	158,934	132,668	532,978	468,475
Youth In-School & Out-of-School Operations	1,438,999	1,571,876	1,560,754	1,921,460	1,462,082	948,763	927,813	861,113	861,113
<b>Total GF &amp; CFS</b>	<b>1,636,503</b>	<b>1,731,380</b>	<b>1,720,258</b>	<b>2,001,212</b>	<b>2,027,448</b>	<b>1,371,390</b>	<b>1,262,790</b>	<b>3,484,120</b>	<b>3,484,120</b>

2005 - 2013 GF & CFS Funds Usage



## Appendix C. 1 Historical Summary of Contracts Funded by the EER Fund; 2005-2011 – Performance Outputs

Contracts supported by general fund and CFS fund revenues in whole or in part are highlighted.

	2005	Youth Served	2006	Youth Served	2007	Youth Served	2008	Youth Served	2009	Youth Served	2010	Youth Served	2011	Youth Served
<b>EER Youth Services</b>														
Youth and Family Services		n/a		n/a		n/a		n/a		n/a		n/a		n/a
Juvenile Justice Intervention Program		n/a		n/a		n/a		n/a		n/a		n/a		n/a
WIA Out-of-School Youth Consortium	\$828,965	214	\$282,754	178	\$308,526	170	\$293,100	168	\$213,844	138	\$309,458	142	\$298,833	147
WIA Stay-in-School Program	\$155,942	64	\$136,714	84	\$98,058	55	\$72,085	50	\$65,420	29	\$49,109	19	\$54,800	19
Avanza											\$72,937	30	\$90,000	30
Building Futures									\$40,000	25				
Summer Youth Employment Program									\$340,000	152				
Project Greenlight											\$114,000	40	\$227,900	85
Juvenile Offender Implementation Grant (LEAP)											\$264,439	92	\$252,457	117
New Start	\$197,504	131	\$159,504	121	\$159,504	57	\$79,752	13	\$79,752	8				
YouthBuild	\$137,961	53	\$62,539	55	\$111,027	55	\$116,578	48	\$116,578	76	\$116,578	36		
<b>EER Adult Programs</b>		<b>Adults Served</b>		<b>Adults Served</b>		<b>Adults Served</b>		<b>Adults Served</b>		<b>Adults Served</b>		<b>Adults Served</b>		<b>Adults Served</b>
King County Jobs Initiative (KCJI)							\$195,388	122	\$263,693	107	\$290,360	99	\$184,916	62
Homeless Employment Program*														
King County Dislocated Worker Program	\$162,862	64	\$120,772	68	\$36,000	**	\$25,700	**	\$16,000	**				
*Homeless Employment Program is Vets/HS Levy funds														
**These contracts enhanced services to customers enrolled in the dislocated worker program and did not have customers served as an output.														

## Appendix C.2 Detailed List of Program Performance for Contracts Funded by the EER Fund in 2012 & 2013

### Youth Programs - YFSA's

Number of Partners:	2013 Amount	2012-2013 Outputs and Performance Measures	2013 Goal	2013 Outcomes	2012 Amount	2012 Goal	2012 Outcomes
16	\$ 1,080,113.00	Number of Youth Served	5,755	10,278	\$ 1,014,497.00	5,771	10,439
8		Hours of Case Management/Counseling	16322	24871		16322	24377
7		Hours of Youth Development	3766	5313		3779	5646
4		Hours of Substance Abuse Treatment	11304	19618		11304	19260
2		Number of Classroom Presentations	63	107		63	58
16		Percent of Youth meeting the program outcome	75%	88%		75%	89%

### Juvenile Justice Intervention Program - All funded by General Fund/CF5

Number of Partners:	2013 Amount	2013 Outputs and Performance Measures	2013 Goals	2013 Outcomes	2012 Amount	2012 Goals	2012 Outcomes
5	\$ 730,000.00	Number of Youth Served	411	427	\$ 730,000.00	406	524
		Hours of Case Management/legal advocacy	8184	7282		7730	8719
		Percent of Youth meeting the program outcome	75%	85%		75%	68%
		Recidivism Rate	N/A	17%			23%

### WIA Out-of-School Youth Consortium PY 12 (July 1, 2012-June 30, 2013)

Number of Partners:	2013 Amount	2013 Outputs and Performance Measures	2013 Goals	2013 Outcomes	2012 Amount	2012 Goals	2012 Outcomes
4	\$ 277,164.00	Enrollments	73	74	\$ 379,624.00	84	50
		Exits	47	48		39	46
		GEDs	34	35		33	32
		EFL Gains	34	36	N/A	N/A	
		Positive Exits	39	37		31	27
		Work Experience Placements	33	26		42	28

### WIA Stay-in-School Program (July 1, 2012-June 30, 2013)

Number of Partners:	Amount	2013 Outputs and Performance Measures	2013 Goals	2013 Outcomes	2012 Amount	2012 Goal	Outcomes
3	\$ 42,475.00	Percent of youth increase their Learning and Employability Score	75%	92%	\$ 45,800.00	75%	91%

### Avanza

Partners:	Amount	2013 Outputs and Performance Measures	2013 Goals	2013 Outcomes	2012 Amount	2012 Goal	Outcomes
King County Superior Court	\$ 89,000.00	Youth Served	30	30	\$ 80,000.00	30	30
		Youth engaged in school at program completion	75%	88%		75%	66.70%

### Juvenile Offender Implementation Grant (ended December 2012)

Partners:	Amount	Outputs and Performance Measures	2012 Goal	Outcomes
Multi-Service Center	\$ 167,500.00	Youth Enrolled	50	50
		Positive Exit Rate	65%	76%
Highline School District	\$ 15,000.00	Percent of youth increase their Learning and Employability Score	75%	68%
King County Superior Court	\$ 36,500.00	Youth Enrolled	16	16
		Positive Exit Rate	65%	12%
Seattle Neighborhood Group	\$ 18,000.00	Percent of youth increase their Learning and Employability Score		70%

### EER Adult Programs

#### King County Jobs Initiative - All funded by General Fund

Number of Partners:	Amount	2013 Outputs and Performance Measures	2013 Goals	2013 Outcomes	2012 Amount	2012 Goal	Outcomes
3	\$184,916.00	Clients Enrolled	224	212	\$184,916.00	224	194
		Clients completing an enrollment plan	155	109		155	123
		Clients placed in sector training	204	156		80	43
		Clients placed into jobs	64	31		64	48
		Clients with 12 month job retention	35	31		29	34

#### Homeless Employment Program - All funded by the Vets/HS Levy

Number of Partners:	2012-2013 Amount	Outputs and Performance Measures	2012-2013 Goals	Outcomes
3	\$ 877,799.00	Assessment/Enrollment/Individual Action Plans	290	313
		Job Readiness Training	290	285
		Vocational Training Completion	210	86
		Job Placement	234	204
		Retained in Jobs	160	146
		Achieved Self-Sufficiency	138	97



## Appendix D.1 Summary of Outputs, Performance Measures and Outcomes for 2005-2013

Youth Programs - All Youth - EER Direct Service Staff and Subcontractors				
YEAR	Youth Completing Services	Percent of Youth Increasing their Employability	Youth Exiting Services in a Positive Activity	
2005	1113	76.4%	43.0%	
2006	587	88.4%	61.7%	
2007	467	88.4%	68.1%	
2008	388	87.9%	70.4%	
2009	1084	90.8%	78.3%	
2010	435	90.1%	74.3%	
2011	637	81.6%	67.5%	
2012	705	93.3%	65.8%	
2013	322	94.4%	78.8%	

NOTE: Does not include the YFSA or JJ contracts. Move to EER in 2012.

Positive Activity = unsubsidized employment, post-secondary education, advanced training, and secondary school when appropriate.

Increasing Employability = youth who gain a marketable skills or credential such as job readiness training, work experience completion, GED.

### Adult Programs

#### Dislocated Worker Program

YEAR	Customers Exiting Service	Customers Placed in Employment	Percent of Customers Placed in Employment	Average Wage at Exit	Average Weekly Hours	Training Completions*	Career Credentials Attained
2005	834	679	81.4%	\$18.16	38.3	498	356
2006	865	700	80.9%	\$18.71	38.4	636	398
2007	829	676	81.5%	\$19.82	38	353	205
2008	306	253	82.7%	\$19.48	37.3	149	53
2009	221	172	77.8%	\$20.12	37	274	76
2010	314	253	80.6%	\$23.79	39.5	435	210
2011	410	280	68.3%	\$22.95	37.5	292	149
2012	304	237	78.0%	\$23.57	38.7	292	142
2013	227	197	86.8%	\$20.44	37.5	223	101

\*Customers completing a career training program as defined by the Workforce Investment Act (WIA).

#### KCJI Performance by Calendar Year (all providers)

YEAR	Customers Placed in Employment	Average Wage at Placement	Average Weekly Hours at Placement	Occupational Skills/Training Completions
2005	162	\$13.17	37.9	71
2006	160	\$14.22	38.5	51
2007	119	\$12.62	39.2	54
2008	87	\$14.10	39.1	85
2009	72	\$14.00	37.7	73
2010	70	\$18.29	36.2	68
2011	31	\$17.68	35.8	34
2012	48	\$14.15	36.4	26
2013	33	\$11.50	33	17

## Appendix D.2 Outputs, Performance Measures and Outcomes for 2012 & 2013 - EER Direct Services

Youth/ Young Adult Programs								
Youth/ Young Adult direct service staff worked on the following projects in 2012 and 2013: WIA OSY, WIA SIS, LEAP (2012 only), Nurse Family Partnership and the Gang Intervention Project								
WIA Out-of-School Youth Consortium Staff (at YouthSource, Learning Center North, Kent Learning Center and Bellevue College) Program Year 2011 (July 1, 2011-June 30, 2012)								
Performance Measure	2012 Goal	Outcome	2013 Goal	2013 Outcome				
Enrollments	137	134	164	165				
EFL Gains	N/A	N/A	131	160				
Exits	91	93	67	72				
GED Attainments	72	92	80	113				
Positive Exits	94	93	107	119				
Work Experience Placements	66	67	87	83				
WIA Stay-in-School Staff (at Kent School District, Renton School District, Highline School District and Federal Way School District)								
Performance Measure	2012 Goal	2012 Outcome	2013 Goal	2013 Outcome				
Enrollments	64	67	75	77				
Exits	55	69	70	66				
High School Diplomas	47	63	51	60				
Positive Exits	45	50	57	57				
Work Experience Placements	59	76	58	59				
LEAP - Program was from 2010-2012 and goals below reflect final results.								
Performance Measure:	Goal	Outcome						
Number of youth served:	475	479						
Positive exit rate:	65.0%	62.0%						
School retention rate:	69.0%	72.6%						
Recidivism rate:	40.0%	34.6%						
Nurse Family Partnership								
2012 (Results in 2012 are for July-December due to funding)								
Performance Measure	2012 Goal	2012 Outcome	2013 Goal	2013 Outcome				
Number of youth served	40	41	40	41				
Youth Engaged in Education/Employment		87%		87%				
Gang Intervention Program								
Performance Measure	Goal	Outcome						
Youth Enrolled (2012)	80	82						
Youth Enrolled (2013)	80	80						
Youth exiting into a positive activity	70%	73.6%						
Recidivism Rate	20%	19.6%						
Adult Programs								
Adult program staff provide direct services in two programs: Dislocated Worker Program and Career Connections								
Dislocated Worker Program								
YEAR	Number Served	Clients Completing Service	Placed in Employment	Percent Placed in Employment	Average Wage at Exit	Average Weekly Hours	Training Completions*	Career Credentials Attained
2012	503	304	237	78.00%	\$23.57	38.7	292	142
2013	429	227	197	86.80%	\$20.44	37.5	223	101
Career Connections:								
YEAR	New Customers Served	Total Customers Served	Training Completions	Job Placements	Average Wage			
2012	125	56	47	72	\$11.71			
2013	129	288	119	158	\$12.14			
*Completion of a career training program as defined by the Workforce Investment Act (WIA)								

### Appendix E.1 Barriers to Self-Reliance and Demographics in 2013

Barriers	Programs	KC Job Initiative	Dislocated Worker Program	Career Connection	Youth Programs
Homeless		2%		100%	25%
Belo Poverty Leve/Low Income		83%	11%		80%
Receiving Public Assistance		9%			
Offender/Justice Involvement		22%		35%	39%
Female		44%	46%	47%	48%
Disability – Mental or Physical		5%	7%	35%	
Substance Abuse					
Seeking Employment/Unemployed				86%	96%
Limited English		16%	5%	7%	
Veterans				42%	
People of Color		78%	30%	59%	72%
Average Age			45.6		17.7
Youth – Educationally @ Risk					96%
Youth – High School Dropout					68%
Youth – Teen Parents					13%

### Appendix E.2 Youth Employability Gains and Positive Exits by Race 2005 - 2013

Race	# of Youth Increasing Their Employability	% of Youth Increasing their Employability	% of Youth Exiting into School or Work
Asian	486	86 percent	65.7 percent
Black	1,524	86 percent	61.3 percent
Hispanic	558	83 percent	68.0 percent
Multi-Racial	478	88 percent	68.3 percent
Native American	142	84 percent	59.7 percent
Pacific Islander	125	91 percent	59.1 percent
White	1,701	89 percent	68.5 percent

## Appendix F.1 General Fund and Children & Family Services Fund as Revenues in EER 2005 – 2013

	Actuals 2005	Actuals 2006	Actuals 2007	Actuals 2008	Actuals 2009	Actuals 2010	Actuals 2011	Actuals 2012	Actuals 2013
<b>GF/CFS Revenues:</b>									
Dedicated Fund for YFSA & JJI								1,908,090	1,908,050
Dedicated Fund for Gang Prevention & Avenza								380,000	380,000
Dedicated Fund for KCI					485,614	422,627	334,977	334,977	334,977
Support for EER Direct Service & Operation	1,636,503	1,731,380	1,720,258	2,001,212	1,541,834	948,763	927,813	861,113	861,113
<b>Total GF &amp; CFS</b>	<b>1,636,503</b>	<b>1,731,380</b>	<b>1,720,258</b>	<b>2,001,212</b>	<b>2,027,448</b>	<b>1,371,390</b>	<b>1,262,790</b>	<b>3,484,120</b>	<b>3,484,120</b>

## Appendix F.2 EER Revenues &amp; Expenditures 2005 – 2013

## EER REVENUES &amp; EXPENDITURES - 2005 to 2013

Yellow Highlights - Highlighting General Fund and Children & Family Services Fund Contribution  
 Purple Highlights - Highlighting Facility Lease/Rent expenses

Budget Line Items		2005	2006	2007	2008	2009	2010	2011	2012	2013
		Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual
<b>REVENUES</b>										
WorkForce Development Council	Federal	9,477,930	7,285,561	5,480,572	4,660,581	6,368,833	4,156,726	5,087,145	4,944,997	4,384,398
HUD Youth Build	Federal	539,265	631,674	559,810	206,965	-	-	-	-	-
Department of Labor - YouthBuild	Federal	-	-	-	280,938	572,926	246,136	-	-	-
EPA Environmental Education Grant	Federal	-	-	-	-	-	33,380	90,390	70,469	-
WA DSHS Juv Rehab Admin - LEAP	Federal	-	-	-	-	-	1,080,007	1,350,309	1,034,143	(596,033)
WA Basic Food & Education Training	Federal	-	-	-	-	-	-	-	170,235	196,858
WA SB809 Incentive Fund	State	-	-	-	-	-	237,961	790	-	-
DHS Admin	State	-	-	-	-	67,980	453,981	428,039	-	-
Community Colleges	State	342,590	386,161	351,505	339,489	326,386	316,616	296,733	267,000	307,500
FairShare Rental	State	285,037	285,425	342,284	405,204	490,446	631,455	613,862	425,800	418,603
Children Home Society	County	79,494	100,413	97,762	76,975	62,132	44,375	25,541	64,914	-
KC Agencies - PH, DD, MCHD, AD, SC	County	211,429	268,235	329,252	504,975	353,137	228,243	218,000	374,600	293,800
CSD VHSL	County	-	-	-	-	-	-	-	1,280,676	1,961,912
Private Foundations	Private	10,635	-	-	-	-	-	-	35,000	66,667
Other Miscellaneous Revenue	Others	53,330	33,906	3,610	34,634	122,960	257,174	248,258	11,262	11,095
<b>Subtotal - EER Revenue excluding GF &amp; CFS</b>		<b>10,999,710</b>	<b>8,991,375</b>	<b>7,164,795</b>	<b>6,509,761</b>	<b>8,364,800</b>	<b>7,686,053</b>	<b>8,359,065</b>	<b>8,679,094</b>	<b>7,044,799</b>
General Fund - Dedicated Programs	GF/CFS	1,636,503	1,731,380	1,720,258	2,001,212	-	-	-	380,000	380,000
CFS - Dedicated Programs	GF/CFS	-	-	-	-	485,614	422,627	334,977	2,243,007	2,243,007
CFS support for EER Operations	GF/CFS	-	-	-	-	1,541,834	948,763	927,813	861,113	861,113
<b>Revenues from GF &amp; CFS</b>		<b>1,636,503</b>	<b>1,731,380</b>	<b>1,720,258</b>	<b>2,001,212</b>	<b>2,027,448</b>	<b>1,371,390</b>	<b>1,262,790</b>	<b>3,484,120</b>	<b>3,484,120</b>
<b>EER Revenue Grand Total:</b>		<b>12,636,213</b>	<b>10,722,755</b>	<b>8,885,053</b>	<b>8,510,973</b>	<b>10,392,248</b>	<b>9,057,443</b>	<b>9,621,855</b>	<b>12,163,214</b>	<b>10,528,919</b>
<b>EXPENDITURES</b>										
Salaries & Benefits		7,418,250	6,440,211	5,182,655	4,567,740	5,490,008	5,324,905	5,417,905	4,532,637	4,436,707
Building Rent/Lease Payments		933,354	701,114	515,514	635,832	699,834	825,034	800,392	786,593	879,282
Other Operating Costs		452,845	375,019	390,003	481,579	322,642	256,394	250,614	295,738	379,292
Contracted Services		1,140,969	1,013,056	779,774	1,000,274	1,392,655	1,208,567	1,271,124	1,019,666	1,368,481
Contracted Services funded by GF/CFS		197,504	159,504	159,504	79,752	275,140	263,693	202,309	2,090,029	2,154,532
Participant Costs		1,749,682	1,563,821	490,498	355,168	972,352	807,351	884,707	1,340,259	846,116
Central/Dept/Division OH		927,460	808,755	1,649,320	1,488,359	1,546,922	1,545,167	1,272,500	1,160,105	1,422,948
<b>EER Expenditure Grand Total:</b>		<b>12,820,064</b>	<b>11,061,481</b>	<b>9,167,269</b>	<b>8,608,703</b>	<b>10,699,554</b>	<b>10,231,111</b>	<b>10,099,551</b>	<b>11,225,027</b>	<b>11,487,357</b>
<b>SURPLUS/DEFICIT with Cross Period Encumbrance:</b>		<b>(183,851)</b>	<b>(338,726)</b>	<b>(282,216)</b>	<b>(97,730)</b>	<b>(307,306)</b>	<b>(1,173,668)</b>	<b>(477,696)</b>	<b>938,187</b>	<b>(958,438)</b>
Add Cross Period Encumbrance in ARMS (Jan-Jun):		-	93,380	320,021	651,561	423,777	416,180	563,742	-	-
<b>SURPLUS/DEFICIT without Cross Period Encumbrance:</b>		<b>(183,851)</b>	<b>(245,346)</b>	<b>37,805</b>	<b>553,831</b>	<b>116,471</b>	<b>(757,488)</b>	<b>86,046</b>	<b>938,187</b>	<b>(958,438)</b>
Beginning Fund Balance per Fin Plans:		385,098	201,303	2,620	40,423	594,254	682,106	(47,258)	39,285	977,472
Ending Fund Balance:		201,247	(44,043)	40,425	594,254	710,725	(75,382)	38,788	977,472	19,034