Meeting Agenda
Regional Policy Committee

Councilmembers: Pete von Reichbauer, Chair; Rod Dembowski, Jeanne Kohl-Welles
Alternate: Larry Gossett

Sound Cities Association: Austin Bell, Deputy Mayor, Burien; Angela Birney, Council President, Redmond;
Bill Peloza, Deputy Mayor, Auburn; John Stokes, Vice Chair and Bellevue Councilmember
Alternate: Dave Hill, Mayor, Algona and James McNeal, Councilmember, Bothell

City of Seattle: Debra Juarez, Councilmember and Kshama Sawant, Councilmember
Alternate: Bruce Harrell, Council President and Teresa Mosqueda, Councilmember

Staff: Jenny Giambattista (206-477-0879) Lead Staff
Angelica Calderon, Committee Assistant (206-477-0874)

3:00 PM Wednesday, October 9, 2019 Room 1001

Pursuant to K.C.C. 1.24.035 A. and F., this meeting is also noticed as a meeting of the Metropolitan
King County Council, whose agenda is limited to the committee business. In this meeting only the
rules and procedures applicable to committees apply and not those applicable to full council
meetings.

1. Call to Order

2. Roll Call

3. Approval of Minutes pp. 5-8
   Minutes of September 11, 2019 meeting.

4. Chair’s Report

5. Public Comment (Optional)
Briefing


State of the Health of the Public.

Paul Ramsey, M.D., CEO of UW Medicine, Executive Vice President for Medical Affairs and Dean of the UW School of Medicine

7. Proposed Motion No. 2019-0388 pp. 11-18

A MOTION requesting the executive to develop, implement and report on a pilot program to deploy at least one multidisciplinary homeless outreach team that is dedicated exclusively to Metro transit department public transportation services and report to the council with a full evaluation on the pilot program and any further recommendations to improve the pilot program.

Sponsors: Mr. Dunn

Sahar Fathi, Council Staff


A MOTION requesting the executive to develop, implement and report on a pilot Homeward Bound program specifically and exclusively to provide bus tickets to the homeless for family reunification purposes.

Sponsors: Mr. Dunn

Sahar Fathi, Council Staff

Discussion Only


AN ORDINANCE establishing the King County regional homelessness authority; approving a charter therefor; and adding a new chapter to K.C.C. Title 2.

Sponsors: Ms. Kohl-Welles

Sahar Fathi, Council Staff

Leo Flor, Director, Department of Community and Human Services


AN ORDINANCE authorizing the executive to execute an interlocal agreement for the joint establishment of the King County Regional Homelessness Authority with the city of Seattle and with such additional parties as are eligible under the terms of the interlocal agreement.

Sponsors: Ms. Kohl-Welles

Sahar Fathi, Council Staff
Discussion and Possible Action

11. Proposed Motion No. 2019-0239 pp. 113-224

A MOTION accepting the third annual report on the best starts for kids initiative, in accordance with Attachment A to Ordinance 18373.

Sponsors: Mr. von Reichbauer and Ms. Kohl-Welles

Miranda Leskinen, Council Staff

Other Business

Adjournment
Pursuant to K.C.C. 1.24.035 A. and F., this meeting is also noticed as a meeting of the Metropolitan King County Council, whose agenda is limited to the committee business. In this meeting only the rules and procedures applicable to committees apply and not those applicable to full council meetings.

1. **Call to Order**
   
   Chair von Reichbauer called the meeting to order at 3:06 p.m.

2. **Roll Call**
   
   Also in attendance was Councilmember Dunn.

3. **Approval of Minutes**
   
   Councilmember Stokes moved approval of the August 21, 2019 Special meeting minutes. Seeing no objections, the minutes were approved.

4. **Chair's Report**
   
   Chair von Reichbauer asked for a Moment of silence for the fallen September 11.
5. **Public Comment (Optional)**

The following people were present to offer public comment:

1. Michael Fuller
2. Marguerite Richard

**Briefing Only**

6. **Proposed Ordinance No. 2019-0378**

AN ORDINANCE establishing the King County regional homelessness authority; approving a charter therefor; and adding a new chapter to K.C.C. Title 2.

*Sponsors:* Ms. Kohl-Welles

*Sahar Fathi, April Sanders and Wendy Soo Hoo, Council Staff, briefed the Committee on the legislation and answered questions from the members. Leo Flor, Director, Department of Community and Human Services also commented and answered questions from the members.*

*This matter was Deferred*

7. **Proposed Ordinance No. 2019-0379**

AN ORDINANCE authorizing the executive to execute an interlocal agreement for the joint establishment of the King County Regional Homelessness Authority with the city of Seattle and with such additional parties as are eligible under the terms of the interlocal agreement.

*Sponsors:* Ms. Kohl-Welles

*Sahar Fathi, April Sanders and Wendy Soo Hoo, Council Staff, briefed the Committee on the legislation and answered questions from the members. Leo Flor, Director, Department of Community and Human Services also commented and answered questions from the members.*

*This matter was Deferred*

8. **Briefing No. 2019-B0130**

2018 Veterans, Seniors and Human Services Annual Report

*Sahar Fathi, Council Staff, briefed the Committee and answered questions from the members. Leo Flor, Director and Leon Richardson, Assistant Director for Adult Services, Department of Community and Human Services briefed the Committee via PowerPoint presentation and answered questions from the members.*

*This matter was Presented*
Discussion and Possible Action

9. Proposed Motion No. 2019-0239

A MOTION accepting the third annual report on the best starts for kids initiative, in accordance with Attachment A to Ordinance 18373.

Sponsors: Mr. von Reichbauer and Ms. Kohl-Welles

This matter was Deferred

Other Business

There was no other business to come before the Committee.

Adjournment

The meeting was adjourned at 4:42 p.m.

Approved this ___________ day of ____________

_______________________________
Clark's Signature
PLACEHOLDER

Materials for this item will be distributed at the meeting
STAFF REPORT

Agenda Item: 7
Name: Sahar Fathi
Proposed No.: 2019-0388
Date: October 9, 2019

SUBJECT
Proposed Motion 2019-0388 would request the Executive to develop, implement and report on a pilot program to deploy at least one multidisciplinary homeless outreach team that is dedicated exclusively to Metro transit department public transportation services and report to the council with a full evaluation on the pilot program and any further recommendations to improve the pilot program.

SUMMARY:
The proposed motion would request the Executive to develop, implement and report on a pilot program to deploy at least one multidisciplinary homeless outreach team that is dedicated exclusively to Metro transit department public transportation services and report to the council with a full evaluation on the pilot program and any further recommendations to improve the pilot program. This proposed motion is modeled off of the Los Angeles County Metropolitan Transportation Authority's County-City-Community" teams, also known as "C3" teams, which are composed of nurses, substance abuse counselors, mental health clinicians, former homeless individuals and other outreach workers, to engage homeless individuals using Los Angeles County public transportation to ultimately get them into services.

BACKGROUND:
In 2017, the Los Angeles County Metropolitan Transportation Authority announced that it had created a new Metro Homeless Action Plan that included two "County-City-Community" teams, also known as "C3" teams, which are composed of nurses, substance abuse counselors, mental health clinicians, former homeless individuals and other outreach workers, to engage homeless individuals using Los Angeles County public transportation to ultimately get them into services.\(^1\)

Los Angeles County initially contributed $1.2 million to this program, which they stated was the first of its kind in the country as of 2017.\(^2\) The program was created in response

\(^1\) “Metro Deploys Outreach Teams to Assist Homeless Population on Metro System.” (June 20, 2017)

to a survey reporting increased public safety concerns among LA County’s Metro ridership.³ In March 2017, LA County’s Metro released their Transit Homeless Action Plan⁴ with a focus on research, education, coordination, and outreach. In July 2017, LA County’s Metro amended its law enforcement structure, which allows for the deployment of specifically trained officers to engage patrons with mental illness and/or homelessness.⁵ As of 2019, LA County’s Metro funds 40 social workers in teams of five and 22 law enforcement officers specifically to address homelessness.⁶

As of March 2019, LA County’s Metro teams have engaged with 2,658 homeless individuals. Of those:

- 1,942 were provided services or successful referral
- 88 were permanently housed
- 307 were linked to permanent housing resource
- 742 were linked to an interim housing resource⁷

### ANALYSIS:

If implemented, the proposed motion would request the Executive to develop and implement a pilot program to deploy a multidisciplinary outreach team dedicated exclusively to the Metro transit department public transportation services. The pilot requests that public health professionals be included in this model, including as many medical professionals as possible, formerly homeless individuals, and outreach workers who are skilled in navigating both the homeless community and the Metro transit department public transportation services bus routes. The Executive would report back in one year to Council on the results of the pilot as to when the pilot was implemented, the outreach processes utilized, the number of homeless individuals engaged and able to access new services as a result of the pilot, describe any feedback from community organizations that work with the homeless, and make recommendations for a long-term outreach program (including any relevant evaluation of the impact of such a program and stakeholder outreach).

### INVITED:

- Hedda McLendon, Housing Services and Stability Manager, Department of Community and Human Services

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ATTACHMENTS:

1. Proposed Motion 2019-0388
A MOTION requesting the executive to develop, implement and report on a pilot program to deploy at least one multidisciplinary homeless outreach team that is dedicated exclusively to Metro transit department public transportation services and report to the council with a full evaluation on the pilot program and any further recommendations to improve the pilot program.

WHEREAS, the U.S. Department of Housing and Urban Development ("HUD") defines homeless as including individuals and families who: (1) are living in a supervised publicly or privately operated shelter designated to provide temporary living arrangements; or (2) have a primary residence that is a public or private place not designed for or ordinarily used as a regular sleeping accommodation for human beings, including a vehicle, park, abandoned building, bus or train station, airport or camping ground, and

WHEREAS, HUD requires all Continuums of Care, which is "All Home" in Seattle and King County, to conduct a Point-in-Time Count of their unsheltered population on a biennial basis and Seattle and King County is among several communities that conducts an annual count, and
WHEREAS, in 2019 and in prior years, as part of the Point-in-Time Count, All Home implemented special outreach efforts to count the homeless on late-night bus routes; in particular utilizing volunteers to tally individuals observed sleeping on the buses during a single round-trip journey, and

WHEREAS, aggregate results of individuals experiencing homelessness in Seattle and King County tallied during the 2019 Count Us In Survey showed that forty-six percent of those queried on the night of the One Night Count on January 25, 2019, had been living for the past twelve months in either an emergency shelter or on the streets, or both, with on the streets including bus stations, underpasses, encampments and abandoned buildings, and

WHEREAS, a total of 11,199 individuals were experiencing homelessness in Seattle and King County on January 25, 2019, and

WHEREAS, in 2017, the Los Angeles County Metropolitan Transportation Authority announced that it had created a new Metro Homeless Action Plan that included two "County-City-Community" teams, also known as "C3" teams, which are composed of nurses, substance abuse counselors, mental health clinicians, former homeless individuals and other outreach workers, to engage homeless individuals using Los Angeles County public transportation to ultimately get them into services;

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

A. The council requests that the executive develop and implement a pilot program to deploy a multidisciplinary homeless outreach team that is dedicated exclusively to the Metro transit department public transportation services. The pilot program should include public health professionals, especially as many medical
professionals as possible, formerly homeless individuals and outreach workers who are skilled in navigating both the homeless community and Metro transit department public transportation services bus routes. The pilot should also be a collaboration between public health - Seattle & King County, the department of Community and Human Services and the Metro transit department.

B. The council requests that the executive report to the council on the results of the pilot program and that the report:

1. Identify the pilot period during which the Metro transit department outreach program was implemented;

2. Describe the processes used for outreach to homeless individuals using Metro transit department public transportation services;

3. Identify the number of homeless individuals who were engaged and ultimately able to access new services as a result of the pilot program;

4. Describe any feedback from community organizations that work with the homeless community extensively and have expertise in this field; and

5. Make recommendations for long-term implementation of a Metro transit department outreach program for the homeless, including recommendations regarding conducting stakeholder outreach and evaluating the impact of such a program.

C. The council requests that the executive transmit the report on the pilot program no later than one year from the date of passage of this motion. The report should be filed in the form of a paper original and an electronic copy with the clerk of the council, who shall retain the original and provide an electronic copy to all
councilmembers, the council chief of staff and the lead staff to the health, housing and human services committee, or its successor.
SUBJECT
Proposed Motion 2019-0389 would request the Executive to develop, implement and report on a pilot Homeward Bound program specifically and exclusively to provide bus tickets to the homeless for family reunification purposes.

SUMMARY:

Family reunification programs that provide transportation options to homeless individuals, or “homeward bound programs,” have been created in a number of jurisdictions across the country; in particular, San Francisco and New York City. If implemented, the proposed motion would request the Executive to develop and implement a pilot Homeward Bound program specifically and exclusively to provide bus tickets to the homeless for family reunification. The program is mandated to set aside, at a minimum, $1,000,000 annually for the purpose of the purchasing bus tickets for homeless individuals who would like to return home. In addition the program is to prohibit the purchase of bus tickets for any destination in King County and any county adjacent to King County.

BACKGROUND:

Family reunification programs that provide transportation options to homeless individuals, or “homeward bound programs,” have been created in a number of jurisdictions across the country. Family reunification of individuals who are experiencing homelessness in King County with a family that lives outside of King County are currently operated through a few programs in King County, the background and analysis for this can be found below in the analysis section. Other jurisdictions of note include San Francisco and New York City, summaries of their programs are detailed below.

San Francisco
This program is through the Department of Homelessness and Supportive Housing's Homeward Bound Program.¹ This program started in February 2005 during the administration of Mayor Gavin Newsom, and was in response to an initiative seeking to connect homeless persons with out-of-area resources. As of 2015, approximately 9,000

¹ [http://hsh.sfgov.org/services/outreach-and-homelessness-prevention/homeward-bound/]
persons have used the program to reconnect with family and friends back home, at a rate of about 800 travelers per year. Costs cover a one way bus ticket to the destination in the continental US. It includes a travel/food allowance of $10 per day based on travel time. In 2018 the Mayor proposed doubling the budget amount to $1.2 million and cited 900 people served in 2017. An individual qualifies for a bus ticket home if the individual (1) is homeless/low income and living in San Francisco; (2) has family or friends at the destination that Homeward Bound staff can verify as willing and able to provide you a place to stay and ongoing support; (3) is medically stable enough to travel unassisted to the destination; (4) is sober and able to abstain from alcohol or using other substances en route; (5) is going to a destination in the continental US.

New York
Project Reconnect through the New York Department of Homeless Services. More than 6,750 individuals have utilized the program over the last five years. Project Reconnect is for homeless people who are in a shelter or applying for shelter in New York City. An individual needs to have the following: a strong connection to a location outside of New York City, an apartment or house where they can live, and a way to support themselves (either through a job or through a family member or other person). According to a 2009 news article, this program receives $500,000 annually.

Other Jurisdictions
A number of other jurisdictions have versions of a “homeward bound” program as well: West Palm Beach, Florida; Denver, Colorado; Las Vegas, Nevada; and Portland, Oregon are some points of comparison.

Count Us In
The 2019 "Count Us In" Point-In-Time Regional Count of Persons Experiencing Homelessness is based on King County’s January 2019 point in time count of individuals who were unsheltered, as well as those in shelter or transitional housing on the night of the count. King County, through All Home, performs a federally-mandated point in time count of people experiencing homelessness on one night each year to understand the need for services, shelter and housing. This point in time count (called “Count Us In”) combines a street count of those who are unsheltered on a single night,
along with data from the Homeless Management Information System (HMIS) on people in shelter or transitional housing on that same night.

**ANALYSIS:**

If implemented, the proposed motion would request the Executive to develop and implement a pilot Homeward Bound program specifically and exclusively to provide bus tickets to the homeless for family reunification. The program is mandated to set aside, at a minimum, $1,000,000 annually for the purpose of the purchasing bus tickets for homeless individuals who would like to return home. In addition the program is to prohibit the purchase of bus tickets for any destination in King County and any county adjacent to King County. The Executive is to report to the Council on the results of the program and the report is to identify the pilot period for the program, identify how DCHS can continue and expand the program, identify outreach needs for the program as well as supportive programming needed for these individuals, and any additional recommendations for long-term implementation of an extensive Homeward Bound program (including goals around the number of one-way tickets to be provided to the homeless and evaluation of the effectiveness of such a program).

**King County current endeavors**

According to the Executive, the following represents funds expended in 2018 on reunification of those experiencing homelessness in King County with a family that lives outside of King County:

1. **Coordinated Entry Regional Access Points:** Resource centers where households experiencing homelessness can get help finding housing and other resources. Regional Access Points first try to divert households experiencing households from the homeless system. Family reunification and relocation is one diversion approach, and includes the possibility of transportation assistance [represented in Table 1 below].
2. **Youth and Family Homelessness Prevention Initiative:** Designed to help families on the verge of being homeless. Family reunification is one tool, which has been used to assist households experiencing domestic violence in relocating as part of their safety plan.
3. **Youth Engagement Team:** Partners with systems involved youth under the age of 18 who are at risk of or who are experiencing homelessness. Family reunification where safe and possible is a goal of this project. Most families are within King County, but several youth were reunited with family members in adjoining counties. Costs include the necessary attorney time that is part of the project and associated with any such move of a minor.
4. **Youth Homeless Demonstration Project - Young Adult Navigation / Diversion:** Works with young adults to secure housing, with family reunification, including transportation costs, being one possibility.
5. **Youth Family Connection Network:** Assists young people and their families who are experiencing homelessness or a crisis that could lead to homelessness. YFCN case managers help young people engage with the supports in their lives to find stability, which can include transportation expenses.
Table 1
Family reunification and relocation with the possibility of transportation assistance

<table>
<thead>
<tr>
<th>DCHS Program</th>
<th>Expended (2018)</th>
<th>Served</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coordinated Entry Regional Access Points</td>
<td>$23,234.25</td>
<td>49 households</td>
</tr>
<tr>
<td>Youth and Family Homelessness Prevention Initiative</td>
<td>$6,988.79</td>
<td>3 DV Households</td>
</tr>
<tr>
<td>Youth Engagement Team</td>
<td>$6,465.64</td>
<td>3 minors</td>
</tr>
<tr>
<td>Young Adult Navigation / Diversion</td>
<td>$173.50</td>
<td>1 young adult</td>
</tr>
<tr>
<td>Youth Family Connection Network</td>
<td>$166.80</td>
<td>1 young adult</td>
</tr>
<tr>
<td>TOTAL</td>
<td>$37,028.98</td>
<td>57 households</td>
</tr>
</tbody>
</table>

Count Us In and Geography
The point in time count for 2019 was conducted during the early morning hours of January 25, 2019. It was followed by a survey of people experiencing homelessness. The 2019 count found 11,199 people experiencing homeless on January 25, 2019, including 5,971 (53%) who were counted as sheltered (in emergency shelters, safe havens and transitional housing) and 5,228 (47%) who were counted as unsheltered (on the streets, in vehicles or staying in tents or encampments). This represents an overall decrease of eight percent compared to 2018.

The in-person survey component of the 2018 Count Us In methodology included 1,056 complete and unique surveys. Section E of the survey (p. 118 of the report15) asks where the individuals were living at the time they became homeless. The breakdown is below in Table 2:

Table 2
Where homeless individuals were living when they most recently became homeless, Survey results (2018)

<table>
<thead>
<tr>
<th>Location</th>
<th>Count</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Out of State</td>
<td>50</td>
<td>5.6%</td>
</tr>
<tr>
<td>King County</td>
<td>738</td>
<td>83.1%</td>
</tr>
<tr>
<td>Pierce County</td>
<td>41</td>
<td>4.6%</td>
</tr>
<tr>
<td>Thurston County</td>
<td>5</td>
<td>0.6%</td>
</tr>
<tr>
<td>Snohomish County</td>
<td>28</td>
<td>3.2%</td>
</tr>
<tr>
<td>Another WA County</td>
<td>26</td>
<td>2.9%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>888</td>
<td>100%</td>
</tr>
</tbody>
</table>

14 Per follow up email, DCHS wrote: Household in this context could mean either a single person, a couple, or a family. For the top category it could be either of the three. For the second it is likely either a family or a single youth. For the bottom three categories, it is likely that the youth or minors were single individuals.

The survey also asks why homeless individuals who had relocated had done so, and how long they had lived in King County. Of the data presented, 10.8% of those surveyed had lived in King County for less than a year and 13.5% had lived in King County for 1-2 years.

The in-person survey component of the 2019 Count Us In methodology\textsuperscript{16} resulted in 1,171 complete and unique surveys. Section E of the survey (p. 104 of the report) asks where the individuals were living at the time they became homeless. The breakdown is below in Table 3.

### Table 3
Where homeless individuals were living when they most recently became homeless, Survey results (2019)

<table>
<thead>
<tr>
<th>Location</th>
<th>Count</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Out of State</td>
<td>47</td>
<td>5%</td>
</tr>
<tr>
<td>King County</td>
<td>724</td>
<td>84%</td>
</tr>
<tr>
<td>Pierce County</td>
<td>32</td>
<td>4%</td>
</tr>
<tr>
<td>Thurston County</td>
<td>10</td>
<td>1%</td>
</tr>
<tr>
<td>Snohomish County</td>
<td>32</td>
<td>4%</td>
</tr>
<tr>
<td>Another WA County</td>
<td>21</td>
<td>2%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>866</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

**INVITED:**

- Hedda McLendon, Housing Services and Stability Manager, Department of Community and Human Services

**AMENDMENTS**

Staff work is ongoing with potential amendments.

**ATTACHMENTS:**

1. Proposed Motion 2019-0389

A MOTION requesting the executive to develop, implement and report on a pilot Homeward Bound program specifically and exclusively to provide bus tickets to the homeless for family reunification purposes.

WHEREAS, the U.S. Department of Housing and Urban Development ("HUD") defines homeless as including individuals and families who: (1) are living in a supervised publicly or privately operated shelter designated to provide temporary living arrangements; or (2) have a primary residence that is a public or private place not designed for or ordinarily used as a regular sleeping accommodation for human beings, including a vehicle, park, abandoned building, bus or train station, airport or camping ground, and

WHEREAS, HUD requires all Continuums of Care, which is "All Home" in Seattle and King County, to conduct a Point-in-Time Count of their unsheltered population on a biennial basis and Seattle and King County is among several communities that conducts an annual count, and

WHEREAS, according to the Point-in-Time Count, a total of 11,199 individuals were experiencing homelessness in Seattle and King County on January 25, 2019, and

WHEREAS, there are a number of jurisdictions in the United States that have
extensive Homeward Bound programs, including San Francisco, New York City, West Palm Beach and Portland, and these types of programs invest a range of tens of thousands of dollars to a million dollars to help reunify homeless individuals with their families, and

WHEREAS, in 2018, King County invested approximately $37,000 in family reunification strategies, including transportation costs, and

WHEREAS, in 2016, the San Francisco Examiner reported that from 2005-2016, San Francisco provided nearly 10,000 homeless residents Greyhound bus tickets to cities across the United States under its bus ticket home program, and

WHEREAS, in that same article, one homeless individual praised the bus ticket home program in San Francisco as a fabulous program, stating that some people may have something terrible happen or no way to make money, and they may need to be around family or someone who can support them, and

WHEREAS, a 2016 performance audit for the city of San Francisco showed approximately 800 people accessing their bus ticket home program each year from 2012-2015, and that the bus ticket home program, which is also known as Homeward Bound, combined with other strategies resulted in a significant decline of chronically homeless individuals and families in San Francisco in 2015;

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

A. The council requests that the executive develop and implement a pilot Homeward Bound program specifically and exclusively to provide bus tickets to the homeless for family reunification. The program shall set aside, at a minimum, $1,000,000 annually for the purpose of purchasing bus tickets for homeless individuals who would like to return home. In addition, the program shall prohibit the purchase of
bus tickets for any destination in King County and in any county adjacent to King

B. The council requests that the executive report to the council on the results of
the program and that the report:

1. Identify the pilot period during which the program was implemented;

2. Identify the types of funding that the department of community and human
services can use to continue and expand the program in future years, including potential
partnerships with external funders;

3. Identify any additional outreach needs for the program, as well as any
supportive programming for these individuals; and

4. Provide any additional recommendations for the long-term implementation of
an extensive Homeward Bound program, including goals around the number of one-way
tickets to be provided to the homeless and evaluation of the effectiveness of such a
program.

C. The council requests that the executive transmit the report on the program no
later than one year from the date of passage of this motion. The report should be filed in
the form of a paper original and an electronic copy with the clerk of the council, who
shall retain the original and provide an electronic copy to all councilmembers, the council
chief of staff and the lead staff to the health, housing and human services committee, or its successor.
SUBJECT

Proposed Ordinance 2019-0378 would establish the King County regional homelessness authority and approves the Charter of the Authority.

Proposed Ordinance 2019-0379 would authorize the Executive to execute an interlocal agreement with the City of Seattle and additional parties eligible under the terms of the agreement for the joint establishment of the King County Regional Homelessness Authority.

SUMMARY

On September 4, 2019, the Executive transmitted Proposed Ordinances 2019-0378 and 2019-0379 which would adopt the Executive’s Proposed Charter and Proposed Interlocal Agreement (ILA) on the Regional Homeless System Redesign. This briefing is the second briefing in the Regional Policy Committee covering the transmitted documents for the Executive’s proposed regional homeless system redesign to establish a new public development authority to align King County and City of Seattle services for individuals experiencing homelessness.

The analysis below summarizes the key features of the Proposed ILA and the Proposed Charter as transmitted by the Executive. It highlights some key policy issues that staff will consider as analysis continues for these two pieces of legislation.

This staff report includes additional information on policy issues raised previously, including detailed information on County funding sources (Attachment 7) and a geographic breakout of existing programs (Attachments 8).

BACKGROUND

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

One Table members developed specific recommendations regarding five root causes of the crisis, including: the lack of affordable housing region-wide; inadequate access to behavioral health treatment; negative impacts on youth involved in the child-welfare system; prior criminal justice involvement impacting the ability to gain housing and employment, and education and employment gaps making housing unattainable and unaffordable.¹

In May of 2018, Executive Constantine and Mayor Durkan signed a Memorandum of Understanding (MOU) between the City of Seattle and King County to increase collaboration of homelessness services and set a path for governance reforms to better coordinate homeless investments region-wide.²

In May 2018, the King County Auditor’s Office released a report entitled: “Homeless Crisis Demands Unified, Accountable, Dynamic Regional Response.”³ The Auditor’s office determined that “Separate funding and contracting processes burden homeless housing providers, and funder autonomy slows programmatic changes that would respond to community needs.” Further, they noted that “Despite its role as a coordinating body, All Home lacks the authority to unify local funders into an efficient and nimble crisis response system.” The Auditor’s Office recommended that, “DCHS work with All Home and local funders on a formal, binding process to align funding decisions, and that DCHS use CEA data to identify improvements to the homeless system, reduce unsuccessful housing referrals, and address racial disparities in the system. […And also] that DCHS work with All Home and local funders to ensure that RRH move-in rates and the number of RRH enrollees evicted or moving out of King County are tracked.”⁴

Shortly after this report was released, King County and the City of Seattle signed an agreement to increase coordination of homeless services, planning and reporting. The agreement also established the Homeless Services and Housing Governance Partnership between King County, Seattle, All Home and regional partners to improve outcomes and accountability for the future.⁵

According to the press release,⁶ Mayor Durkan and Executive Constantine agreed to the following immediate action steps:

- Coordinate in advance on all Requests for Proposals (RFPs) related to homelessness from the signing of this MOU to 2020.

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

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

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

Beginning in March 2019, the Executive and DCHS began a series of briefings in both the HHHS Committee and the Regional Policy Committee on the proposed regional approach to improving coordination in homeless systems across the county.

ANALYSIS

Proposed Ordinance 2019-0379 – Interlocal Agreement  This section of the staff report will summarize key provisions of Attachment A to Proposed Ordinance 2019-0379, which would authorize the Executive to execute an Interlocal Agreement (ILA) with the City of Seattle (and potentially additional parties) to jointly establish a King County Regional Homelessness Authority. Proposed Ordinance 2019-0378, which would establish the Public Development Authority (PDA) and its Charter, is discussed later in the staff report.

**Purpose of the Agreement** Section 2(a) of the proposed ILA establishes the purpose of the agreement as to authorize the chartering of a PDA by King County to coordinate provision of services to individuals and families experiencing homelessness or at imminent risk of experiencing homelessness (these individuals and families are termed “customers” in the legislation). The ILA also provides terms and conditions under which the parties would provide funds, staff and oversight.

**Additional Parties** Section 2(b) states that additional parties, "including but not limited to cities, housing authorities, and other public entities located in King County, may from time to time become a Party to this Agreement to take advantage of the efficiencies of scale…” In order to join the agreement, additional parties would be required to "align provision of in-scope homelessness response services with the Authority's Five-Year Plan" and other organizational goals and policies.

**Principles** Section 2(c) of the proposed ILA calls for the PDA to act according to eight principles, which are summarized below:

1. Accountability to customers, contract agencies, funders and the public.
2. Being accountable in decision-making and strategic planning to its customers' experiences and to persons with lived experience.
3. Addressing racial/ethnic and other statistical disproportionalities among the population of people experiencing homelessness.
4. Establishing clear protocols for decision making that are easily understood by community members, customers, and other stakeholders and a process for input;
5. Making data-driven decisions and incorporating best practices and data in developing policies, programs and making funding decisions.
6. Supporting contracting processes and provider staff pay structures, where possible, that promote high quality services and reduce staff turnover.
7. Long-term alignment across systems to meet the needs of customers; adoption of an evidence-based, housing first orientation; and informing and supporting regional efforts to increase development of new 0 to 30 percent Area Median Income housing and preserve existing affordable housing, with a priority for permanent supportive housing.
8. Valuing geographic distinctions through effective sub-regional planning. Sub-regions would be defined by the Authority.

**Steering Committee, Governing Board and Advisory Committee** Sections 2(d), (e), and (f) of the ILA states that the parties agree that a Steering Committee, the initial Governing Board, and Advisory Committee will be formed as described in the Charter. The makeup and duties of these bodies will be discussed later in this staff report in the section describing Proposed Ordinance 2019-0378, which would establish the PDA and the Charter.

**Initial Work Plan and Five-Year Plan** Section 2(h) states that the PDA will develop for Governing Board approval, within six months after formation, an initial work plan that would describe its organizational structure, a plan for initial implementation of services, and a description of major goals and activities that the Authority will undertake until
approval of its first Five-Year Plan. Note that the ILA does not call for the Steering Committee to confirm the initial work plan.

This section also calls for the PDA to work with customers and other stakeholders to develop a Five-Year Plan to be adopted by the Governing Board and confirmed by the Steering Committee. The initial Five-Year Plan would be completed within the first 18 months of operations and would include a "theory of change," sub-regional planning, and specific, measurable actions the PDA will take. (The ILA calls for the specific, measurable actions to be informed by the Regional Action Plan, which is currently being developed by the Corporation for Supportive Housing and is funded by philanthropic partners.) The Five-Year Plan would be updated periodically.

This section would also set forth that the PDA would need to evaluate community impact and engagement and support an Office of the Ombuds.

**Funding** Section 3 of the ILA states that it is the intent of Seattle and King County to provide in 2020 through 2023 the same annual funding to the PDA that each budgeted in 2019 for homeless services contracts; the amount of funding for 2024 and thereafter is not specified. The ILA would also provide for start-up funding for 2020. These amounts are shown in Table 1 below.

<table>
<thead>
<tr>
<th></th>
<th>Proposed Start-up Funding for 2020</th>
<th>2019 Budget for Homeless Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Seattle</td>
<td>$2,000,000</td>
<td>$73,000,000</td>
</tr>
<tr>
<td>King County</td>
<td>$1,300,000</td>
<td>$55,000,000</td>
</tr>
</tbody>
</table>

Under the agreement, the County would also make facilities available to the PDA, the value of which would be included in the $55 million.

According to the proposed ILA, the PDA would submit annually a proposed budget request to each of the parties, consistent with the budget adopted by the Governing Board and confirmed by the Steering Committee. Each party would review the request and "strive to allocate funds... consistent with the budget request and overall Five-Year Plan."

DCHS has provided information on the breakdown of the $55 million in County funding that would support the PDA based on the 2019 budget. This is summarized in Table 2. Note that the ILA does not specify the funding sources that would be used and only specifies the amount the parties would attempt to allocate to the PDA.
Table 2.
2019 Budget for King County Homelessness Services

<table>
<thead>
<tr>
<th>Fund Source</th>
<th>Contracts with Providers</th>
<th>Regional Coordination</th>
<th>Admin.</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>CDBG</td>
<td>$496,090</td>
<td></td>
<td></td>
<td>$496,090</td>
</tr>
<tr>
<td>Continuum of Care</td>
<td>$16,817,793</td>
<td>$3,802,999</td>
<td>$293,418</td>
<td>$20,914,210</td>
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<tr>
<td>Emergency Solutions Grant</td>
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<td></td>
<td>$21,202</td>
<td>$314,084</td>
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<tr>
<td>State Dept. of Commerce</td>
<td>$16,062,396</td>
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<td>$248,025</td>
<td>$16,310,421</td>
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<tr>
<td>Document Recording Fees</td>
<td>$9,331,182</td>
<td>$1,203,104</td>
<td>$50,000</td>
<td>$10,584,286</td>
</tr>
<tr>
<td>MIDD</td>
<td>$742,399</td>
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<td>$15,000</td>
<td>$757,399</td>
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<tr>
<td>VSHSL</td>
<td>$4,643,498</td>
<td>$58,000</td>
<td>$21,000</td>
<td>$4,722,498</td>
</tr>
<tr>
<td>Other Local</td>
<td>$133,000</td>
<td>$619,373</td>
<td></td>
<td>$752,373</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>$48,519,240</strong></td>
<td><strong>$5,683,476</strong></td>
<td><strong>$648,645</strong></td>
<td><strong>$54,851,361</strong></td>
</tr>
</tbody>
</table>

New detail on the funding is provided as Attachment 7 to this staff report.

**Information Required for Oversight** The ILA requires that the service contracts between each party and the PDA obligate the PDA to provide the following information at a minimum to each party:

1. An annual operating budget with the sources and uses of revenues with expenditures aggregated and disaggregated based on source;
2. Quarterly reporting on expenditures compared to budget, as well as access to the PDA's financial systems;
3. Standards and procedures for awarding contracts to providers, including means to measure outcomes;
4. Annual reports showing outcomes by provider and evaluations of contract performance;
5. An updated Five-Year Plan; and

**Initial Duration, Withdrawal, and Termination** The proposed initial duration for the ILA is year to year with an automatic renewal for an indefinite period. The ILA also would specify that no party may withdraw until the agreement has been in for at least five years from the initial effective date. However, after the five-year period, any party may withdraw by providing at least one-year notice.

The ILA allows the County Council to terminate the PDA with an affirmative finding of the Seattle City Council that dissolution is warranted. Any additional parties would also need to concur.

**Future Amendments to the ILA** The ILA states that it may be amended by the mutual consent of the parties upon approval by the legislative authorities of each party. It also would allow the Executive and Seattle Mayor to amend the agreement when adding an additional party so long as the amendment does not materially impact the rights of the then-current parties.

**Proposed Ordinance 2019-0378 – Charter** This section of the staff report will summarize key provisions of Attachment A to Proposed Ordinance 2019-0378, which
would establish the King County regional homelessness authority, approve a charter, and add a new chapter to K.C.C. Title 2.

**Duration of Authority** Article III of the Proposed Charter states that the duration of the corporation shall be in perpetuity.

**Purpose and Scope of Authority** Article IV of the Proposed Charter states that the purpose of the Authority is to “provide a regional, independent legal entity under RCW 35.21.730-.755\(^8\) and the Enabling Ordinance for purposes of:

- Providing consolidated, aligned services for individuals and families who are experiencing homelessness or who are at imminent risk of experiencing homelessness.” This is limited to the boundaries of King County and is expected to be consistent with the principles in the ILA, as well as the expected (to be developed) Five Year Plan.
- Receiving revenue from the following sources with the intent of applying them as allowed under the ILA: (1) the County, (2) the City, (3) other public and private sources.
- Providing other services that are determined to be necessary to implement the ILA.

**Powers of Authority**\(^9\) The Proposed Charter describes a number of powers “necessary or convenient to effect the purposes for which the Authority is organized and to perform authorized Authority functions.” A selection of these powers are listed below as examples of the powers authorized to the Authority:

1. Contract for any Authority purpose.
2. Provide for, carryout and implement the provisions of the ILA.
3. Lend its funds, property, credit or services, borrow money, or act as a surety or guarantor for corporate purposes.
4. Secure financial assistance.
5. Recommend to the United States, a state, a political subdivision or agency such tax, financing and security measures as the Authority may deem appropriate to maximize the public interest in the County.

**Limits on Authority Powers** Staff analysis on this component of the Proposed Charter is still ongoing.

**Organization of the Authority** Article VII of the Charter (Proposed Ordinance 2019-0378) for the Proposed Regional Homelessness Authority describes the organization of the Authority. The Executive has proposed a Steering Committee and Governing Board, both of which are described below.

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\(^8\) RCW 35.21.730 -.755 lay out the state regulations on public corporations. These include: Powers of cities, towns and counties – Administration (RCW 35.21.730); Declaration of public purpose – Power and authority to enter into agreements, receive and expend funds –Security – Special funds – Agreements to implement federal new markets tax credit program (RCW 35.21.735); Exercise of powers, authorities, or rights – territorial jurisdiction (RCW 35.21.740); Provision for, control over – Powers (RCW 35.21.745); Real property transferred by city, town or county – Restrictions, notice, public meeting (RCW 35.21.747); Insolvency or dissolution (RCW 35.21.750); and Exemption or immunity from taxation – In lieu excise tax (RCW 35.21.755).

\(^9\) These are subject to any limitation by Washington State law.
**Steering Committee** The Charter lays out a Steering Committee with seven or eight members:

- The County Executive;
- The Seattle Mayor;
- One member of the County Council;
- One member of the Seattle City Council,
- One member who is an elected official from a city other than Seattle who is a party to the interlocal agreement (ILA) or, if no such city is a party, who is an officer of the Board of Directors of the Sound Cities Association (SCA),
- One member who is an elected official from a city other than Seattle that is a party to the ILA, provided that at least 20 cities have signed the ILA; and,
- Two members representing stakeholders who have experienced homelessness, which members shall be appointed by a continuum of care-created committee, group, or taskforce made up primarily of persons who have experienced homelessness.

The duties of the Steering Committee are to: (1) Confirm Governing Board members, (2) Remove Governing Board members for cause, (3) Confirm (without amendment) the Five-Year Plans presented by the Governing Board, (4) Receive an annual performance report from the Governing Board and (5) Confirm (without amendment) the annual budget presented by the Governing Board that is consistent with the Five Year Plan.

The terms of the Seattle Mayor and County Executive would be parallel to their terms in office. The County Council and Seattle City Council would determine the members that are to serve on this body and the term will last until the person is no longer in office or until the person is replaced. City elected officials from outside Seattle would be appointed by the jurisdiction or SCA (whichever applicable) until replaced or no longer eligible for appointment. Those members who represent individuals who have experienced homelessness would serve until replaced by their appointing authority.

Steering Committee members would elect co-chairs from among its members to serve two-year terms, and each Steering Committee member would be a voting member and have one vote.

**Governing Board** The Governing Board is proposed to have 11 members. The Charter outlines both (1) Characteristics and (2) Expertise and Skills that the entirety of the Board would be required to satisfy in terms of representation. There are to be no elected officials on this Board, and there are to be no employees of any of the parties to the ILA. In addition, there is to be no representative from a contract holder of the Authority or representative that directly benefits from the Authority.

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**Table 3: Characteristics, Expertise and Skills of Governing Board**

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Expertise &amp; Skills</th>
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<tbody>
<tr>
<td></td>
<td></td>
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</tbody>
</table>
The Charter states that members shall strive to reflect a diversity of geographies in King County and a majority of the members shall be “persons whose combination of identity, personal experience, or professional expertise enables them to credibly represent the perspectives of, and be accountable to, marginalized demographic populations that are statistically disproportionately represented among people experiencing homelessness in King County.” In addition, the Charter states that the Governing Board would be comprised of individuals with connections or experience with:

- Local business community
- Neighborhood and community associations
- Faith/religious groups
- Philanthropic community
- Implementation of policies and practices that promote racial-ethnic equity within an organization of similar size or responsibility to the Authority
- Fiscal oversight of entities with budgets of similar size to the Authority
- Direction or oversight of business operations and/or strategy of a large public or private entity or organization
- Affordable housing finance and/or development
- Physical and/or behavioral healthcare
- Labor unions and workforce
- Federal continuum of care program governance and operations and the ability to represent the perspectives of continuum of care membership
- Provision of services for persons experiencing homelessness or related social services with an emphasis on serving populations that are disproportionately represented amongst those experiencing homelessness
- Academic research on topics related to homelessness and/or data-based performance evaluation
- Criminal justice
- Other characteristics determined to be necessary by the Governing Board to carry out the purposes of the Authority

The Governing Board is proposed to manage all Authority affairs and will utilize an equity-based decision-making framework in order to advance equity and social justice in the Authority’s processes, policies, and outcomes.

An illustration of how the Governing Board members’ initial terms are proposed to operate is listed below in Table 4. Note that the seats are not formally reserved to a specific jurisdiction under the proposed Charter. Once a three- or four-year term has expired, a subsequent member would serve for a four-year term.

Table 4: Illustration of initial terms for the Governing Board

<table>
<thead>
<tr>
<th>Seat</th>
<th>Appointed by</th>
<th>3 year term</th>
<th>4 year term</th>
<th>5 year term</th>
</tr>
</thead>
</table>

RPC Meeting Packet Page 37 October 9, 2019
Five years after the establishment of the Authority, this will become a self-perpetuating board with regard to appointments.

**Advisory Committee** The proposed Charter directs the Governing Board to either appoint members to an Advisory Committee or establish a Continuum of Care Board to act as an Advisory Committee. The Committee is to be made up of members with experience preventing and ending homelessness. This experience should include:

- Persons currently experiencing homelessness;
- Populations disproportionately impacted by homelessness;
- Homelessness services providers;
- Business;
- Healthcare;
- Labor/Workforce;
- Homeless housing and services;
- Behavioral health services;
- Criminal justice system;
- Child welfare; and,
- Data evaluation.

The proposed Charter would allow for the Governing Board to create additional committees and appoint members, though the additional committees are not specified.

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10 Specifically, for all three of these seats, this refers to two members of the Steering Committee representing people with Lived Experience of Homelessness after soliciting and reviewing applications submitted or sponsored by persons with lived experience or organizations primarily composed of persons with lived experience of homelessness.
Executive Director The proposal designates the Governing Board to appoint an Executive Director, who would then be responsible for hiring other employees. The proposed Charter specifies that the Executive Director would also have the authority to:

- Be responsible for the effective management of the Authority;
- Sign documents and contracts on behalf of the Authority; and
- Perform other duties as assigned by the Governing Board.

Office of the Ombuds In the proposed Charter, the Governing Board would be required to create an Office of the Ombuds with the purpose of “promot[ing] customer, employee, and public confidence in the Authority’s ability to effectively, efficiently and equitably serve people experiencing homelessness”\(^\text{11}\). The Ombuds Office is tasked with gathering feedback and tracking trends in feedback and complaints in order to improve the operations and policies of the Authority. The day to day work of the Ombuds would include receiving, investigating and responding to complaints from employees and contractors.

Policy Issues

This section of the staff report provides information on the following policy issues:

- Systemic considerations, including benefits of the authority, outreach, sub-regional planning and geographic equity;
- Governance structure, including U.S. Department of Housing and Urban Development Continuum of Care requirements and selection of the Steering Committee and Governing Board members;
- Budget and funding (with detailed information on the funding sources and geographic breakout of existing programs included in Attachments 7 and 8);
- Organization stand-up, including an anticipated timeline and information on dissolution of the Authority, establishment of an ombuds office and labor considerations; and
- The Regional Action Plan and Five-Year Plan.

Systemic Considerations

Benefits of the Authority

The Executive has described the following benefits of the proposed Authority:

1. **One point of authority:** A single point of authority for homelessness services will ensure that one agency leads homelessness work. With a central plan and unified vision, the new authority will be able to work with all partners to identify and implement effective solutions.

\(^{11}\) Section 6 of the proposed Charter of King County Regional Homelessness Authority, which is Attachment A to 2019-0378.
2. **More sub-regional planning:** The new proposed Authority will provide sub-regional planning to tailor solutions to local conditions, informed by evidence-based best practices.

3. **Office of the Ombuds:** The creation of the Office of the Ombuds will allow people living in homeless to have a place that they can go to identify and address system concerns and that this office will work to improve operations and outcomes. In addition, they have tied this benefit to the ability of the new Authority to be able to reduce disparities and promote equity.

4. **More data:** The new Authority will be able to draw on increased regional data and increased data consistency to further our ability to portray a complete and useful common operational picture that informs long-term policy and short-term continuous improvement in the delivery of homelessness services.

5. **More efficiency:** The new Authority will reduce fragmentation and increase administrative efficiencies.

6. **Public Clarity:** By minimizing the fragmentation in the system, the public will have more understanding about the homelessness system.

**Subregional Engagement and Planning**

The proposed ILA currently discusses the proposed Authority’s intent around sub-regional planning. It states that the proposed Authority, “shall provide capacity to work with stakeholders from geographically diverse parts of the County.”\(^{12}\) However, there is currently no funding attached to this work. DCHS has stated that in order to accomplish this objective, they would need to prioritize capacity for this purpose and they feel that they can provide adequate staffing within existing resources as positions are created. Specific positions have not been identified.

**Geographic Equity**

The proposed ILA currently states that sub-regions are to be defined by the proposed Authority.\(^{13}\) DCHS has stated that it believes geographic diversity would be based on commitments within sub-regional plans. Funds used from levies or other restricted sources would also still have to meet all specified purposes, implementation plan requirements, and other restrictions - geographic or otherwise - associated with that source.

**Ongoing outreach (August 1, 2019-September 26, 2019)**

The Executive has provided the following information as to their ongoing outreach and has noted that the proposed Authority would be responsible for ongoing engagement.

- Regional Policy Committee briefings: August 21, September 11
- Board of Health Briefing, September 19
- Bellevue City Council presentation, September 23

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\(^{12}\) Proposed ILA, page 5

\(^{13}\) Proposed ILA, page 5
• Individual outreach with elected and/or administrative (city manager or administrator) leadership from: Auburn, Bellevue, Burien, Kenmore, Kirkland, Redmond, Renton, Tukwila, Shoreline.
• Briefings/workshops with sub-regional collaborations including:
  • Eastside Homelessness Advisory Committee (EHAC), August 1
  • South King County Homelessness Advisory Committee (HAC), August 21
  • North Urban Human Services Alliance (NUHSA), August 21
• Sound Cities Association (SCA) Engagement
  • SCA designated leadership (Mayor Nancy Backus, Mayor John Chelminiaik, Councilmember Ed Prince) participated in an Executive Leadership Group in fall 2018.
  • SCA Leads and SCA Director invited/participated in three joint King County Councilmember Advisory Team (CMAT)\(^{14}\)/Seattle Client Group\(^{15}\)/SCA meetings. One additional meeting is forthcoming.
  • SCA Public Issues Committee (PIC) received briefings nearly monthly on ongoing conversations, including the September meeting.
  • SCA Pre-PIC workshop in fall, 2018 to inform homelessness system redesign recommendations.
  • SCA designated staff (Colleen Kelly, Merina Hansen, and Christa Valles/Deanna Dawson) have been invited to various regularly occurring meetings, including workgroups and steering committees.
• DCHS and SCA hosted a briefing/discussion for all SCA jurisdictions, July 30

**Governance Structure**

**Continuum of Care**

The U.S. Department of Housing and Urban Development defines a Continuum of Care (CoC) as:

A geographically based group of representatives that carries out the planning responsibilities of the Continuum of Care program, as set out in this regulation. These representatives come from organizations that provide services to the homeless, or represent the interests of the homeless or formerly homeless. A Continuum of Care then designates certain applicants as the entities responsible for carrying out the projects that the Continuum has identified through its planning responsibilities. A Continuum of Care also designates one particular applicant to be a collaborative applicant. The collaborative applicant is the only entity that can apply for a grant from HUD on behalf of the Continuum that the collaborative applicant represents.\(^{16}\)

\(^{14}\) King County Councilmember Advisory Committee membership: Councilmembers Kohl-Welles, Dembowksi, Upthegrove and McDermott

\(^{15}\) Seattle Client Group membership: Councilmembers Mosqueda, Bagshaw and O’Brien

\(^{16}\) [https://files.hudexchange.info/resources/documents/CoCProgramInterimRule_FormattedVersion.pdf](https://files.hudexchange.info/resources/documents/CoCProgramInterimRule_FormattedVersion.pdf)
According to the Executive, the current CoC governance Charter outlines All Home as the lead organization and designates the functions of the Collaborative Applicant, HMIS, and Coordinated Entry to King County. The Executive has stated that in order to change these designations and transfer all functions of the CoC (All Home and King County), the All Home CoC Board would revise the current charter to update the delegation of authority and designation of functions. In addition, the Executive has stated that the All Home Board is in the process of making these decisions and anticipates a final revised charter to be adopted no later than November 6, 2019. Additionally, the Executive has stated that in voting on the revised CoC Charter, the CoC Board would need to vote for the newly formed CoC Board (the revised charter would lead to seating a new CoC Board) to take on the function of the Authority’s Advisory Committee.

Selection Process for Steering Committee

Article VII, Section 1 (a) of the proposed Charter outlines the Steering Committee Composition. The following members of the proposed Steering Committee do not have a process currently outlined in the Charter for selection:

- One member shall be an elected official from a city other than Seattle that is a party to the Interlocal Agreement or, if no such city is a Party, who is an officer of the Board of Directors of the SCA;
- One member shall be an elected official from a city other than Seattle that is a party to the Interlocal Agreement provided, that at least twenty cities other than Seattle have signed the Interlocal Agreement; and
- Two members representing stakeholders who have experienced homelessness, which members shall be appointed by a continuum of care-created committee, group, or task force made up primarily of persons who have experienced homelessness.  

With regard to the SCA appointments, the Executive has stated that, if no SCA jurisdiction has signed on to the ILA at the time of the first Steering Committee meeting, the Executive anticipates that SCA would use its traditional process of soliciting applications, an application review committee process and ultimately SCA Board member selection. If only one SCA jurisdiction has become an ILA member at the time of the first SC meeting, then the elected leadership of that member jurisdiction would select the Steering Committee member. If multiple jurisdictions have joined at the time of the first Steering Committee, then the proposal would give those ILA member jurisdictions the opportunity to collaborate on a process for Screening Committee member selection or utilize the process identified above as SCA's traditional process, with the opportunity limited to only jurisdictions who have signed the ILA.

Governing Board requirements

The Executive has stated that the list of Governing Board Expertise and Skills (Table 3) is achievable with eleven members. The Executive envisions that many of the skills and expertise are reasonably probable to exist within a single person.

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17 Proposed Charter, pages 8-9
Budget & Funding

Budget Process

According to Executive staff, the Regional Homelessness Authority would establish an annual budget to be approved by the Governing Board and confirmed by the Steering Committee. The Authority's budget request for County funding would be consistent with a Service Contract executed between King County and the Authority. Executive staff indicate that the Authority would propose a two-year budget to the County to align with the biennial budget process, and a supplemental budget request could be made for any changes needed in the second year of the biennium.

County Funding for Authority

As noted previously, the proposal would require the County to attempt to allocate $55 million in annual funding to the Authority based on the 2019 budget for homelessness programs. Attachment 7 provides more detail on the sources of County funding allocated to each homelessness program type. Attachment 8 provides a geographic breakout of County programs and funding. Council staff can provide further detail upon request by committee members.

Organizational Standup

Potential Timeline

Executive staff provided the following potential timeline, assuming passage of the ILA and Charter by the end of 2019:

- **January 1, 2020**: King County Regional Homelessness Authority would exist as a legal entity and King County DCHS and City of Seattle Human Services Department homelessness program staff would begin colocation;
- **First Quarter 2020**: Steering Committee and Governing Board stand-up
- **Second Quarter 2020**: Hire Executive Director
- **Anticipated Third Quarter 2020**: Employees loaned to the Authority after hiring of the Executive Director
- **Potentially During Fourth Quarter 2020**: Homelessness services contracts transferred to the Authority

Office of the Ombuds

The Executive has stated that the Office of the Ombuds would be responsible for promoting customer, employee and public confidence in the Authority’s ability to effectively, efficiently and equitably serve people experiencing homelessness. The Office will have a priority role in creating processes to ensure customers receive effective, equitable services. The Executive has stated that, with regard to providing a role for the public, the proposal directs the Office to accomplish some specific efforts regarding Customers and employees as well as broader responsibilities to collect, investigate, and respond to complaints and concerns. The Authority leadership would
be responsible for determine how to accomplish this direction with staffing and funding constraints.

Dissolution

The Executive has stated that the current proposal for dissolving the proposed Authority requires: 1) initiation, 2) affirmative finding and concurrence, and 3) dissolution. The Executive has provided the following additional clarity as to the dissolution process for the proposed Authority:

1) Because the Authority is proposed as a creature of the County government, the proposal authorizes the County Council to initiate dissolution, either of its own accord or pursuant to either (a) or (b) below, by adopting a motion initiating dissolution proceedings.

   a. The Governing Board may adopt a resolution requesting dissolution, after making an affirmative finding that it is necessary or appropriate.
   b. Any jurisdiction participating in the ILA may make a formal request to the County Council to initiate dissolution—the proposal contemplates this could be through a formal resolution/motion or similar vehicle.

2) Pursuant to initiation, Seattle and King County would need to make affirmative findings that dissolution is warranted (again through the above-mentioned motion/resolution or a separate similar action) in order to proceed further. This process requires a public hearing and the opportunity for the Authority to comment on their views/position regarding dissolution.

   All participating jurisdictions (“any additional parties” to the ILA) would also need to concur with those findings in order to proceed.

3) Upon affirmative finding and concurrence by all parties, Seattle and King County would be required to make written notice to the Authority to begin dissolution. Dissolution requires the Governing Board of the Authority to adopt a dissolution statement through resolution providing the information necessary to effectively terminate or pass on the responsibilities of the Authority.

   An individual from each party would be appointed to oversee and review the Governing Board’s dissolution process. Additional legal authority is provided to ensure dissolution is fulfilled.

Labor

While many employees of DCHS are unionized, none that are within All Home and the Housing, Homelessness and Community Development Division are represented by a union. One position that would be affected is currently filled in a special duty capacity,
for whom the position is not represented but the base position in another department is represented. At the time of this response, some DCHS employees in the Project/Program Manager I and II classification are petitioning for representation by PROTEC17. Some of those positions are within the set of positions potentially affected by the proposed Authority. DCHS has stated that they will provide updates to this status as they develop.

**Regional Action Plan**\(^{18}\) and Implementation Plan

**Regional Action Plan (RAP)**

According to Executive staff, the Regional Action Plan is a plan for the community on addressing homelessness, not limited to guiding the actions of the Authority. DCHS has stated that the proposed RAP is not anticipated to be transmitted for approval by any elected body. Consistent with this, there is no provision in the proposed ILA or Charter that would describe the role of the Steering Committee or a party to the ILA in approving the Regional Action Plan. The Executive has stated that they are working to brief the Councilmembers soon regarding the latest work on the Regional Action Plan and that the consultant estimates finishing around mid-November.

The Executive has also stated that they are working with the RAP funders (Vulcan, Gates Foundation, Raikes Foundation, and Ballmer Foundation) and Corporation for Supportive Housing (CSH) to schedule briefings with King County, Seattle, and SCA members so they can provide feedback which would be integrated similarly to the feedback that they have been getting from other community stakeholders.

After the RAP is completed, the Executive intends to propose budgets that reflect the Regional Action Plan’s guidance and sub-regional planning from the Authority.

**Five-Year Plan**

Currently the Executive has proposed that the Authority would be responsible for developing the Five-Year Plan within 18 months of creation. The proposed Charter states that the Five-Year Plan will align with the RAP, “if any.”\(^{19}\) The proposed ILA states that the proposed Authority’s Five-Year Plan shall be adopted by the Governing Board, confirmed by the Steering Committee and periodically updated. The Proposed Charter outlines that the Steering Committee would confirm the Authority’s Five-Year Plan, without amendment.

The Executive has stated that because King County is not responsible for the creation of the RAP, the proposal contemplates that there could be no RAP or that there may be no replacement RAP after the timeframe covered by the initial RAP has elapsed.

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\(^{18}\) As a note, in the July 30, 2019 special HHHS Committee briefing, Director Leo Flor noted: “We do not at this point anticipate transmitting the Regional Action Plan.” He further described that this could be more accurately be described as a type of “framework or method of analysis […] for our use in constantly assessing and then reassessing where we stand with respect to our goals around homelessness.” See Meeting Video, HHHS at 1:47:44. (http://king.granicus.com/MediaPlayer.php?view_id=4&clip_id=7665)  

\(^{19}\) Proposed Charter, page 2
The Executive has also stated that the proposed Authority would execute sub-regional planning as part of the Five-Year Plan. The Executive has defined sub-regional planning as analyzing and articulating local needs, priorities and solutions to address homelessness across the different areas of the County, inclusive of Seattle and north, east, south, and rural King County. In addition, the Executive feels that the role of the Ombuds office and the integration of people representing those with lived experience on the Governing Board and Steering Committee will ensure community-level feedback is integrated into decision-making.

ATTACHMENTS

1. Proposed Ordinance 2019-0378 with Attachment A Draft Charter
2. Transmittal Letter 2019-0378
3. Proposed Ordinance 2019-0379 with Attachment A Draft ILA
4. Transmittal Letter 2019-0379
5. Fiscal Note
6. Proposed Funding from King County by 2019 Funding Source and Program
7. Homelessness Programs by Geographic Area
KING COUNTY
Signature Report

Ordinance

Proposed No. 2019-0378.1    Sponsors Kohl-Welles

1. AN ORDINANCE establishing the King County regional
2. homelessness authority; approving a charter therefor; and
3. adding a new chapter to K.C.C. Title 2.

STATEMENT OF FACTS:

1. The federal and state government, King County and jurisdictions across
   the county, including the city of Seattle, currently fund programs to
   provide services to homeless individuals and families, but homelessness
   and housing insecurity remain a chronic and serious problem.

2. King County and the city of Seattle signed a memorandum of
   understanding on May 3, 2018, proposing a partnership to more
   effectively and consistently coordinate their provision of homeless
   services, and have received a consultant's report providing guidance on
   how such a joint effort could be structured.

3. King County and the city of Seattle have determined that a public
   corporation chartered to coordinate services within an equitable
   operational framework centering on people with lived experience will
   enable and facilitate joint planning, program funding and the
   establishment of standards for and accountability of programs thereby
improving the delivery of services and enhancing outcomes for those receiving such services.

BE IT ORDAINED BY THE COUNCIL OF KING COUNTY:

SECTION 1. Sections 2 through 14 of this ordinance shall constitute a new chapter in K.C.C. Title 2.

NEW SECTION. SECTION 2. The definitions in this section apply throughout this chapter unless the context clearly requires otherwise.

A. "Additional party" means any municipal corporation, governmental agency or public entity located within King County, other than Seattle and the county, that has executed the interlocal agreement or an amendment to the interlocal agreement, or has otherwise accepted and assumed the terms of the interlocal agreement.

B. "Authority" means the King County Regional Homelessness Authority chartered by the county under this chapter and the authority's charter.

C. "Bylaws" mean the bylaws of the authority.

D. "Charter" means the charter of the authority.

E. "Five-year plan" means the five-year implementation plan developed by the authority, approved by the governing board, and confirmed by the steering committee in accordance with the interlocal agreement and the charter. The five-year plan shall incorporate requirements of the service agreements from funders and align with the regional action plan, if any, to guide the authority’s operations.

F. "Governing board" means the board of directors of the authority, as the same shall be duly and regularly constituted under the terms of the charter.

G. "Homeless services" means shelter, day centers, hygiene facilities, housing
Ordinance

and related services to assist individuals and families experiencing homelessness or who are at imminent risk of experiencing homelessness.

H. "Interlocal agreement" means the Interlocal Agreement for the Joint Establishment of the King County Regional Homelessness Authority, as it may be amended, that is authorized under Ordinance XXXX (Proposed Ordinance 2019-______).

I. "Regional action plan" means the plan created to identify regional resource needs and guide decision making goals.

J. "Seattle" means the city of Seattle.

NEW SECTION. SECTION 3. A public development authority is hereby created in accordance with RCW 35.21.730 through 35.21.755, with powers and limitations set forth in its charter and this chapter, to receive revenues from the county, Seattle and other public and private sources and to provide consolidated, aligned services for individuals and families who are experiencing homelessness or challenged by housing insecurity in the jurisdictional boundaries of King County.

NEW SECTION. SECTION 4. The name of the public development authority shall be the King County Regional Homelessness Authority.

NEW SECTION. SECTION 5. The charter of the authority as set forth in Attachment A to this ordinance, is hereby approved. The clerk of the council shall, within ten days following the effective date of this section, issue the charter in duplicate originals, each bearing the county seal attested by the clerk of the council. The clerk of the council shall file and record one original charter with the records and licensing services division and provide one copy of the charter to the county executive on behalf of the authority.
NEW SECTION. SECTION 6.

A. The charter may be amended by the county council by ordinance to comply with changes in state law or to make the charter consistent with this chapter. Notice of the amendments shall be provided in accordance with the charter.

B. The charter may also be amended by resolution of the governing board, and upon the affirming vote of the county council and Seattle City Council, with the concurrence of any additional parties as outlined in the charter. An amendment adopted by resolution of the governing board must also be consistent with this chapter and shall require an affirmative vote of two-thirds of the members of the governing board.

C. All amendments shall be issued in duplicate originals, each signed by the county executive, at which time the charter amendment shall be effective. One original amendment shall be filed by the clerk of the council as a public record. One original amendment shall be delivered to the authority by the clerk of the council.

NEW SECTION. SECTION 7. Except as limited by this chapter or the charter, the authority may exercise all lawful powers necessary or convenient to effect the purposes for which it is organized and to perform authorized corporate functions, as provided in its charter and bylaws.

NEW SECTION. SECTION 8. To the maximum extent permitted by law, the authority is an independent legal entity. All debts, obligations and liabilities incurred by the authority shall be satisfied exclusively from the assets and properties of the authority and no creditor or other person shall have any recourse or right of action against the county, Seattle or any other public or private entity or agency on account of any debts, obligations or liabilities of the authority unless explicitly agreed to in writing by the
NEW SECTION. SECTION 9.

A. A steering committee is hereby established, composed of the following members:

1. The county executive;
2. One member of the county council;
3. The Seattle mayor;
4. One member of the Seattle city council;
5. Up to two elected officials from cities other than Seattle, as specified in the charter; and
6. Two members representing stakeholders who have experienced homelessness, as specified in the charter.

B. The sole duties of the steering committee are:

1. Confirming and removing governing board members for cause as provided in the charter;
2. Confirming without amendment the five-year plan;
3. Receiving an annual performance report from the governing board, and
4. Confirming without amendment the annual budget presented by the governing board that is consistent with the five-year plan.
5. If the steering committee does not make any of confirmations described above, it shall communicate the reasons for that decision to the governing board.

C. All action of the steering committee shall require an affirmative vote of a simple majority of its members voting on the issue.
D. At all meetings of the steering committee, a quorum of the members must be in attendance in order to do business on any issue. A quorum consists of a majority of the members in number, excluding any steering committee member who has given notice of withdrawal or has been terminated as a member by vote of the steering committee.

NEW SECTION. SECTION 10.

A. A governing board composed of eleven members is hereby created to manage the authority and provide strategic vision, community accountability and robust oversight for the authority. The management of all authority affairs shall reside in a governing board. The governing board shall exercise its duties in accordance with the requirements and limitations specified in the charter. Appointments to the governing board and removal of governing board directors shall be in accordance with the charter.

B. At all meetings of the governing board, a quorum of the governing board must be in attendance in order to do business on any issue. A quorum consists of a majority of the governing board members in number, excluding any governing board member who has given notice of withdrawal or has been terminated as a member by vote of the governing board.

NEW SECTION. SECTION 11. The authority may adopt and amend bylaws that are consistent with the charter to provide rules for governing the authority and its activities. The adoption and amendment of bylaws shall require an affirmative vote of a two-thirds of the then-current members of the governing board.

NEW SECTION. SECTION 12. The governing board may appoint, designate, employ and remove an executive director of the authority. The executive director shall...
be responsible for hiring other personnel as determined to be needed to carry out the authority duties. The executive director shall be responsible to the governing board for the administration of the affairs of the authority as may be authorized by resolution of the governing board, including, but not limited to:

A. Supervision and management of the authority's administrative affairs;
B. Signing documents and contracts on behalf of the authority; and
C. Performing such other duties as delegated or assigned by the governing board.

NEW SECTION. SECTION 13. The governing board shall empower a continuum of care board created in accordance with 24 C.F.R. Part 578, or its successor regulation, to act as an advisory committee or establish an advisory committee to serve in an advisory capacity to the governing board and to provide a broad array of perspectives, which members of the advisory committee shall be appointed by the governing board. The advisory committee shall be comprised of individuals with experience related to preventing and ending homelessness, as specified in the charter.

NEW SECTION. SECTION 14.

A. Proceedings for dissolution of the authority may be initiated by the county council on its own motion, by request of the Seattle city council or the council of an additional party or, if the governing board makes an affirmative finding that dissolution is necessary or appropriate, by the governing board adopting a resolution requesting that the county dissolve the authority. In all cases, dissolution requires an affirmative finding of the county council and Seattle city council that dissolution is warranted, with the concurrence of any additional parties. Notice of any intended dissolution shall be
provided in accordance with the charter. Dissolution shall not take effect until proper
provision has been made for disposition of all the authority assets and liabilities.

B. Upon adoption of resolutions for dissolution of the authority, the governing
board shall, by resolution, approve a dissolution statement that includes such matters as
are specified in the charter.

C. Upon satisfactory completion of dissolution proceedings, the county shall
indicate the dissolution by inscription of "charter cancelled" on the charter, and file the
cancelled charter with the clerk of the council, with a duplicate original to the authority.

At that point, the existence of the authority ceases. The county shall give notice of the
dissolution in accordance with Washington state law and to other persons requested by
the authority in its dissolution statement.

D. The county, trustee or court may provide for the transfer of any of the
authority rights, assets or property to a qualified entity or entities to fulfill the purposes
for which the authority was chartered.

KING COUNTY COUNCIL
KING COUNTY, WASHINGTON

___________________________
Rod Dembowski, Chair

ATTEST:

___________________________
Melani Pedroza, Clerk of the Council

APPROVED this _____ day of _____________, __________.

___________________________
Dow Constantine, County Executive

**Attachments:** A. Charter of King County Regional Homelessness Authority
CHARTER
OF
KING COUNTY REGIONAL HOMELESSNESS AUTHORITY
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CHARTER
OF
KING COUNTY REGIONAL HOMELESSNESS AUTHORITY

ARTICLE I
DEFINITIONS

As used herein the following terms shall have the following meanings. Terms not otherwise defined herein shall have the meaning set forth in the hereinafter defined Interlocal Agreement.

“Additional Party” means any municipal corporation, governmental agency or public entity located within King County, other than Seattle and the County, that has executed the Interlocal Agreement or an amendment to the Interlocal Agreement, or has otherwise accepted and assumed the terms of the Interlocal Agreement from time to time.

“Advisory Committee” means the committee created by the Governing Board to serve in an advisory capacity to the Governing Board as set forth herein.

“Authority” means the King County Regional Homelessness Authority chartered by the County pursuant to the Enabling Ordinance and this Charter.

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

“Charter” means this Charter of King County Regional Homelessness Authority, as it may be amended from time to time.

“County” means King County, a municipal corporation organized under the laws and statutes of the State.

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

“County Executive” means the King County Executive.

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

“Enabling Ordinance” means County Ordinance No. _____ adopted by the County Council on ________________, 2019, as it may be amended from time to time.

“Executive Director” means the Executive Director or similar office filled by appointment of the Governing Board as provided herein.

“Five-Year Plan” means the five-year implementation plan developed by the Authority, approved by the Governing Board, and confirmed by the Steering Committee in accordance with
the Interlocal Agreement and this Charter. The Five-Year Plan shall incorporate requirements of the Service Agreements from funders and align with the Regional Action Plan, if any, to guide the Authority’s operations.

“Governing Board” means the Board of Directors of the Authority, as the same shall be duly and regularly constituted from time to time under the terms of this Charter.

“Governing Board Members” or “Members of the Governing Board” shall mean members of the Governing Board.

“Homeless Services” means shelter, day centers, hygiene facilities, housing, and related services to assist Customers.

“Interlocal Agreement” means the Interlocal Agreement for the Joint Establishment of the King County Regional Homelessness Authority, as it may be amended from time to time.

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

“Party” or “Party to the Interlocal Agreement” means the County, Seattle, and any Additional Party.

“RCW” means the Revised Code of Washington.

“Regional Action Plan” or “RAP” means the plan created to identify regional resource needs and guide decision making goals.

“SCA” means the Sound Cities Association.

“Seattle” means the City of Seattle, a municipal corporation organized under the laws and statutes of the State.

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

“Seattle Mayor” means the Mayor of Seattle.

“State” means the State of Washington.

“Steering Committee” means the oversight committee established pursuant to this Charter.

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

ARTICLE II

AUTHORITY FOR KING COUNTY REGIONAL HOMELESSNESS AUTHORITY

Section 1. Authority.

The name of the public corporation organized pursuant to this Charter shall be the “King County Regional Homelessness Authority” (hereinafter referred to as the “Authority”). The corporate seal of the Authority shall be a circle with the name of the Authority and the word “SEAL” inscribed therein.

The Authority is a public corporation organized pursuant to Ordinance No. _____ of King County, Washington (the “County”) adopted on ________________, as existing or as hereinafter amended (the “Enabling Ordinance”), and pursuant to the Revised Code of Washington (“RCW”) 35.21.730 through 35.21.755, as the same now exist or may hereafter be amended, or any successor act or acts.

The Authority is chartered by the County in collaboration with the City of Seattle (“Seattle”) to accomplish the purposes set forth herein and in the Enabling Ordinance pursuant to the terms of the Interlocal Agreement for the Joint Establishment of the King County Regional Homelessness Authority effective as of ___________, 2019 between the County and Seattle, as it may be amended and restated from time to time (the “Interlocal Agreement”).

Section 2. Limitation on Liability.

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

Section 3. Mandatory Disclaimer.

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

The King County Regional Homelessness Authority (the “Authority”) is organized pursuant to Ordinance No. __________ of King County, Washington adopted on
_________________, as existing or as hereinafter amended, and RCW 35.21.730 through 35.21.755. All liabilities incurred by the Authority shall be satisfied exclusively from the assets and properties of the Authority and no creditor or other person shall have any right of action against King County, the City of Seattle, or any other public or private entity or agency on account of any debts, obligations, or liabilities of the Authority unless explicitly agreed to in writing by such entity or agency.

RCW 35.21.750 provides as follows: “[A]ll liabilities incurred by such public corporation, commission, or authority shall be satisfied exclusively from the assets and properties of such public corporation, commission, or authority and no creditor or other person shall have any right of action against the city, town, or county creating such corporation, commission, or authority on account of any debts, obligations or liabilities of such public corporation, commission, or authority.”

ARTICLE III

DURATION OF AUTHORITY

The duration of this corporation shall be perpetual.

ARTICLE IV

PURPOSE AND SCOPE OF AUTHORITY

The purpose of the Authority is to provide a regional, independent legal entity under RCW 35.21.730-.755 and the Enabling Ordinance for the purposes of:

1. Providing consolidated, aligned services for individuals and families who are experiencing homelessness or who are at imminent risk of experiencing homelessness in the jurisdictional boundaries of King County, as the same may be revised or expanded from time to time consistent with the Five-Year Plan and principles set forth in the Interlocal Agreement;

2. Receiving revenues from the County, Seattle and other public and private sources for the purposes of the Authority, and applying such revenues as permitted by the Interlocal Agreement; and

3. Providing such other services as determined to be necessary to implement the Interlocal Agreement.
ARTICLE V

POWERS OF AUTHORITY

Except as otherwise limited by Washington State law, the Authority shall have all powers necessary or convenient to effect the purposes for which the Authority is organized and to perform authorized Authority functions, including without limitation the power to:

1. Own, lease, acquire, dispose of, exchange and sell real and personal property;

2. Contract for any Authority purpose with individuals, associations and corporations, municipal corporations, the County, Seattle, any city other than Seattle, any Additional Party, any agency of the State or its political subdivisions, and the State, any Indian Tribe, and the United States or any agency or department thereof;

3. Provide for, carry out, and implement the provisions of the Interlocal Agreement;

4. Sue and be sued in its name;

5. Lend its funds, property, credit or services, borrow money, or act as a surety or guarantor for corporate purposes;

6. Do anything a natural person may do;

7. Perform and undertake all manner and type of community services and activities in furtherance of the carrying out of the purposes or objectives of any program or project heretofore or hereafter funded in whole or in part with funds received from the United States, state, county, or other political entity, or any agency or department thereof, or any other program or project, whether or not funded with such funds, which the Authority is authorized to undertake by Federal or Washington State law, County or Seattle ordinance, County or Seattle resolution, by agreement with the County, Seattle, or as may otherwise be authorized by the County or Seattle;

8. Transfer any funds, real or personal property, property interests, or services, with or without consideration;

9. Receive and administer governmental or private property, funds, goods, or services for any lawful public purpose;

10. Purchase, acquire, lease, exchange, mortgage, encumber, improve, use, manage, or otherwise transfer or grant security interests in real or personal property or any interests therein; grant or acquire options on real and personal property; and contract regarding the income or receipts from real property;

11. Secure financial assistance, including funds from the United States, a state, or any political subdivision or agency of either for corporate projects and activities;
12. Contract for, lease, and accept transfers, gifts or loans of funds or property from the United States, a state, and any political subdivision or agency of either, including property acquired by any such governmental unit through the exercise of its power of eminent domain, and from corporations, associations, individuals or any other source, and to comply with the terms and conditions therefor;

13. Manage, on behalf of the United States, a state, and any political subdivision or agency of either, any property acquired by such entity through gift, purchase, construction, lease, assignment, default, or exercise of the power of eminent domain;

14. Initiate, carry out, and complete such improvements of benefit to the public consistent with this Charter as the United States, a state, and any political subdivision or agency of either may request;

15. Recommend to the United States, a state, and any political subdivision or agency of any of them, such tax, financing, and security measures as the Authority may deem appropriate to maximize the public interest in the County;

16. Provide advisory, consultative, training, educational, and community services or advice to individuals, associations, corporations, or governmental agencies, with or without charge;

17. Control the use and disposition of corporate property, assets, and credit;

18. Invest and reinvest its funds;

19. Fix and collect charges for services rendered or to be rendered, and establish the consideration for property transferred;

20. Maintain books and records as appropriate for the conduct of its affairs and make such books and records available as required by law and the Interlocal Agreement;

21. Conduct corporate affairs, carry on its operations, and use its property as allowed by law and consistent with the Enabling Ordinance, this Charter and the Authority’s Bylaws; designate agents, and engage employees, prescribing their duties, qualifications, and compensation; and secure the services of consultants for professional services, technical assistance, or advice;

22. Exercise any power granted to the Authority under the Enabling Ordinance, or any other applicable ordinance, and the Interlocal Agreement, except as expressly limited by the terms of this Charter; and

23. Exercise and enjoy such additional powers as may be authorized by law.
ARTICLE VI

LIMITS ON AUTHORITY POWERS

The Authority in all activities and transactions shall be limited in the following respects:

1. The Authority shall have no power of eminent domain.

2. The Authority may not incur or create any liability that permits recourse by any contracting party or member of the public against any assets, services, resources, or credit of the County or Seattle, unless otherwise explicitly agreed to in writing by such entity.

3. No funds, assets, or property of the Authority shall be used for any partisan political activity or to further the election or defeat of any candidate for public office; nor shall any funds or a substantial part of the activities of the Authority be used for publicity or educational purposes designed to support or defeat legislation pending before the Congress of the United States, or any state legislature or any governing body of any political entity; provided, however, that funds may be used for representatives of the Authority to communicate with governmental entities concerning funding and other matters directly affecting the Authority, so long as such activities do not constitute a substantial part of the Authority's activities and unless such activities are specifically limited in its Charter.

4. All funds, assets, or credit of the Authority shall be applied toward or expended upon services, projects, and activities authorized by this Charter. No part of the net earnings of the Authority shall inure to the benefit of, or be distributable as such to, Governing Board Members, Steering Committee Board Members, officers or other private persons, except that the Authority is authorized and empowered to:

   a. Provide a per diem to Governing Board Members and Steering Committee Members who have experienced homelessness, and reimburse them and employees and others performing services for the Authority for reasonable expenses actually incurred in performing their duties, and compensate employees and others performing services for the Authority a reasonable amount for services rendered;

   b. Assist Governing Board Members, Steering Committee Members or employees as members of a general class of persons to be assisted by a corporate-approved project or activity to the same extent as other members of the class as long as no special privileges or treatment accrues to such Governing Board Members, Steering Committee Members or employees by reason of his or her status or position in the Authority;
c. To the extent permitted by law, defend and indemnify any current or former Governing Board Members, Steering Committee Members or employees as provided herein;

d. Purchase insurance to protect and hold personally harmless any current or former Governing Board Members, Steering Committee Members or employee and their successors from any action, claim, or proceeding instituted against the foregoing individuals arising out of the performance, in good faith, of duties for, or employment with, the Authority and to hold these individuals harmless from any expenses connected with the defense, settlement, or monetary judgments from such actions, claims, or proceedings. The purchase of such insurance and its policy limits shall be discretionary with the Governing Board Members, and such insurance shall not be considered to be compensation to the insured individuals. The powers conferred by this subsection shall not be exclusive of any other powers conferred by law to purchase liability insurance; and

e. Sell assets for a consideration greater than their reasonable market value or acquisition costs, charge more for services than the expense of providing them, or otherwise secure an increment in a transaction, or carry out any other transaction or activity, as long as such gain is not the object or purpose of the Authority’s transactions or activities and is applied to or expended upon services, projects, and activities as aforesaid.

5. The Authority shall not issue shares of stock, pay dividends, make private distribution of assets, make loans to its Governing Board Members, Steering Committee Members or employees or otherwise engage in business for private gain.

6. The Authority shall have no power to issue negotiable bonds or notes.

ARTICLE VII

ORGANIZATION OF AUTHORITY

Section 1. Steering Committee. A Steering Committee shall be formed for the purposes of performing only the duties outlined within this Section.

a. Steering Committee Composition. The Steering Committee shall be composed of the following members:

(i) the County Executive;

(ii) one member of the County Council;

(iii) the Seattle Mayor;

(iv) one member of the Seattle City Council;
(v) one member shall be an elected official from a city other than Seattle that is a party to the Interlocal Agreement or, if no such city is a Party, who is an officer of the Board of Directors of the SCA;

(vi) one member shall be an elected official from a city other than Seattle that is a party to the Interlocal Agreement; provided, that at least twenty cities other than Seattle have signed the Interlocal Agreement; and

(vii) two members representing stakeholders who have experienced homelessness, which members shall be appointed by a continuum of care-created committee, group, or task force made up primarily of persons who have experienced homelessness.

b. Duties. The sole duties of the Steering Committee shall consist of:

(i) Confirm Governing Board Members as provided in this Charter;

(ii) Remove Governing Board Members for cause as provided in this Charter;

(iii) Confirm without amendment the Five-Year Plan(s) presented by the Governing Board;

(iv) Receive an annual performance report from the Governing Board; and

(v) Confirm without amendment the annual budget presented by the Governing Board that is consistent with the Five-Year Plan.

If the Steering Committee does not make the confirmations described above, it shall communicate the reasons for such decision to the Governing Board.

c. Organization. Members of the Steering Committee shall elect co-chairs from among its Members, each of which shall serve a two-year term.

d. Quorum. At all meetings of the Steering Committee, a quorum of the Steering Committee must be in attendance in order to do business on any issue. A quorum shall be defined as a majority of the Steering Committee Members in number, excluding any Steering Committee Member who has given notice of withdrawal or has been terminated as a member by vote of the Steering Committee.

e. Voting. All action of the Steering Committee shall require an affirmative vote of a simple majority of the Steering Committee Members voting on the issue.
Each individual Steering Committee Member shall be a voting member and shall have one vote. A Steering Committee Member may not split his or her vote on an issue. No voting by proxies or mail-in ballot is allowed.

f. Term. The terms of the Seattle Mayor and the County Executive shall be co-terminus with their respective offices. The County Council and Seattle City Council shall determine which of its respective members shall serve on the Steering Committee and such members shall serve until replaced or until no longer a member of their respective Council. The Steering Committee Member(s) that are city elected officials from outside Seattle are appointed by the participating jurisdiction or the SCA, as applicable, and shall serve until replaced or until no longer eligible for appointment. The Steering Committee Members representing stakeholders who have experienced homelessness shall serve until replaced by their appointing authority.

Section 2. Governing Board of Directors. The management of all Authority affairs shall reside in a Board of Directors (also referred to as the “Governing Board”). The Governing Board of the Authority shall be composed of eleven Members and, commencing five years after establishment of the Authority, shall be a self-perpetuating board. Until such time, Governing Board Members shall be appointed as set forth in Section 2(c) below.

a. Board Member Characteristics. Governing Board Members shall be appointed so that the Governing Board as a whole satisfies the representational standards set forth in this subsection 2.a. When making appointments from time to time after the formation of the initial Governing Board, the then-current Governing Board Members shall assess the composition of the then-current Governing Board with regard to representative experience and backgrounds and the overall needs of the Authority.

The Governing Board shall be comprised of individuals who have connections to or experience with a broad range of stakeholders and communities, including but not limited to: the local business community; neighborhood and community associations; faith/religious groups; and the philanthropic community. A majority of the members of the Governing Board shall be persons whose combination of identity, personal experience, or professional expertise enables them to credibly represent the perspectives of, and be accountable to, marginalized demographic populations that are statistically disproportionately represented among people experiencing homelessness in King County. The Governing Board members shall strive to reflect a diversity of geographies in King County.

The Governing Board shall not include elected officials or employees of Seattle, the County, the Authority, or any Additional Party, nor employees, officials, agents or representatives of current contract holders or any entity that is likely to directly benefit from the actions of the Authority (except as set forth in Article VI, Section 4(b)).

b. Board Member Expertise and Skills. All Governing Board Members shall possess substantial and demonstrable expertise, experience and/or skill in one or more of the areas specified in this subsection 2.b. Individual members shall be appointed
so that each skill and expertise specified in this section is represented on the fully seated Governing Board.

(i) implementation of policies and practices that promote racial-ethnic equity within an organization of similar size or responsibility to the Authority;

(ii) fiscal oversight of entities with budgets of similar size to the Authority;

(iii) direction or oversight of business operations and/or strategy of a large public or private entity or organization;

(iv) affordable housing finance and/or development;

(v) physical and/or behavioral healthcare;

(vi) labor unions and workforce;

(vii) Federal continuum of care program governance and operations and the ability to represent the perspectives of continuum of care membership;

(viii) provision of services for persons experiencing homelessness or related social services with an emphasis on serving populations that are disproportionately represented amongst those experiencing homelessness;

(ix) academic research on topics related to homelessness and/or data-based performance evaluation;

(x) criminal justice; and

(xi) other characteristics determined to be necessary by the Governing Board to carry out the purposes of the Authority.

c. Appointment Process.

(i) Appointments for the First Five Years. For the first five years of Authority existence, the Governing Board shall be comprised of eleven Members appointed as follows:

(1) Two Members of the Governing Board shall be appointed by the Seattle Mayor, one to serve a four-year term and one to serve a five-year term;

(2) Two Members of the Governing Board shall be appointed by the Seattle City Council, one to serve a three-year term and one to serve a four-year term;
(3) Two Members of the Governing Board shall be appointed by the County Executive, one to serve a three-year term and one to serve a four-year term;

(4) Two Members of the Governing Board shall be appointed by the County Council, one to serve a three-year term and one to serve a five-year term; and

(5) Three Members of the Governing Board shall be appointed by the two Members of the Steering Committee representing persons with Lived Experience of homelessness after soliciting and reviewing applications submitted or sponsored by persons with lived experience or organizations primarily composed of persons with lived experience of homelessness, one to serve a three-year term, one to serve a four-year term, and one to serve a five-year term.

Upon expiration of an initial three-year and four-year term position, the initial appointing entity or party shall appoint a subsequent member to serve in the expired position for a four-year term.

Members of the Steering Committee will bring multiple names of potential nominees and will confer about potential appointments to achieve the best cross-section of applicable skill sets and experiences of individuals as described above to ensure excellent governance of the Authority.

Appointments for Governing Board Members shall be transmitted to the Steering Committee for confirmation. In all cases, if an appointed Governing Board Member is not confirmed by the Steering Committee, an additional Board Member shall be appointed in the same manner by the same entity or party making the initial appointment.

(ii) Subsequent Appointments. Beginning with the fifth year after the creation of the Authority, the Governing Board shall commence transitioning to become a self-perpetuating board and shall be comprised of eleven Members appointed (upon expiration of the terms of existing Members) to four year terms as follows:

(1) Eight Members of the Governing Board shall be appointed by the then-current Governing Board; and

(2) Three Members of the Governing Board shall be appointed by the then-current Governing Board based on recommendations from a continuum of care-created committee, group, or task force made up primarily of persons who have experienced homelessness.
Appointments to the Governing Board shall be transmitted to the Steering Committee for confirmation. In all cases, if an appointed Governing Board Member is not confirmed by the Steering Committee, an additional Board Member shall be appointed in the same manner as the initial appointment.

d. **Tenure of Governing Board Members.** Governing Board Members shall continue in office until a successor is appointed and confirmed as provided herein. Successors shall serve four-year terms (or such shorter period, if appointed after the expiration of a term, so as to ensure the continuation of staggered Governing Board terms). Governing Board Members may serve no more than two successive complete terms.

e. **Consecutive Absences.** Any Governing Board Member who is absent for three consecutive regular meetings without excuse may, by resolution duly adopted by a majority vote of the then Governing Board Members and such action is concurred with by a majority of the Steering Committee, be deemed to have forfeited his or her position as Governing Board Member.

f. **Removal of Governing Board Members.** If it is determined by at least a majority of the Governing Board that a Governing Board Member should be removed with or without cause while serving in his or her capacity as a Governing Board Member and such action is concurred in by a majority of the Steering Committee, the Steering Committee may by resolution remove such Governing Board Member.

Removal of Governing Board Members pursuant to this Section shall be effective immediately unless otherwise provided in the resolution. Any successor shall be selected in the same manner as the appointment for the removed Governing Board Member and any successor shall hold office for the unexpired term.

g. **Vacancy on Governing Board.** A vacancy or vacancies on the Governing Board shall be deemed to exist in case of the death, disability, resignation, removal, or forfeiture of membership as provided herein. Vacancies during and at the expiration of the term of a Governing Board Member shall be filled for the unexpired term as soon as possible in the same manner as the appointment for the Board Member position vacated.

h. **Duties of Governing Board.** The Governing Board shall be responsible for the management of the Authority and shall provide strategic vision, community accountability and robust oversight for the Authority.

In addition to the powers and duties granted in other provisions of this Charter, the Governing Board shall:

(i) Meet regularly as set forth in Article XIV, Section 4 of this Charter.

(ii) Adopt a Five-Year Plan and transmit such Five-Year Plan to the Steering Committee for confirmation without amendment.
(iii) Appoint Members to the Governing Board subject to confirmation by the Steering Committee.

(iv) Adopt an annual performance report and transmit such report to the Steering Committee annually.

(v) Adopt a projected operating budget (which may be an annual budget, a biennial budget or other form as authorized by State law) that is consistent with the Five-Year Plan and present such budget to the Steering Committee for confirmation without amendment.

(vi) Adopt an annual work plan which includes a summary of projects and activities to be undertaken during the budget period.

(vii) Implement the Five-Year Plan through setting policies and funding criteria, hiring staff to support the implementation of the Sub-Regional Planning component of the Five-Year Plan, contracting for services, making funding awards and doing all things necessary to oversee and carry out the implementation of programs and plans.

(viii) Cause the Authority to carry out the duties in the Interlocal Agreement.

i. **Actions Requiring Approval by Resolution.** A general or particular authorization and concurrence of the Governing Board by resolution shall be necessary for any of the following transactions:

(i) Transfer or conveyance of an interest in real estate, other than release of a lien or satisfaction of a mortgage after payment has been received, or the execution of a lease for a current term less than one (1) year;

(ii) To the extent permitted by State law, donation of money, property or other assets belonging to the Authority;

(iii) An action by Authority as a surety or guarantor;

(iv) All capital expenditures in excess of $50,000, and all other transactions in which:

(1) The consideration exchanged or received by the Authority exceeds $50,000,

(2) The performance by the Authority shall extend over a period of one (1) year from the date of execution of an agreement therefor, or
(3) The Authority assumes duties to the County, Seattle, State, United States or any other governmental entity;

(v) Adoption of the operating budget;

(vi) Proposed amendments to this Charter or the Bylaws;

(vii) Such other transactions, duties, and responsibilities as this Charter shall repose in the Governing Board or require Governing Board participation by resolution;

(viii) Annual endorsement of a set of principles and priorities; and

(ix) Adoption of a Five-Year Plan.

j. Quorum of Governing Board. At all meetings of the Governing Board, a quorum of the Governing Board must be in attendance in order to do business on any issue. A quorum shall be defined as a majority of the Board Members in number, excluding any Board Member who has given notice of withdrawal or has been terminated as a member by vote of the Governing Board.

k. Voting Requirements. Each individual Governing Board Member shall be a voting member and shall have one vote. Any resolution shall require an affirmative vote of a majority of the Governing Board Members voting on the issue; provided, that such majority equals not less than one-third (1/3) of the Governing Board’s total voting membership.

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

Proposed amendments to this Charter and the adoption and amendment of Bylaws shall require an affirmative vote of two-thirds (2/3) of the then-current members of the Governing Board.

l. Equity Decision Making. The Authority shall advance equity and social justice in its processes, policies, and outcomes by proactively seeking to eliminate racial-ethnic disproportionalities in the population experiencing homelessness and to eliminate disparities in outcomes for people experiencing homelessness by addressing structural racism, ableism, homophobia, transphobia, misogyny and other sources of inequities. The Authority shall establish and operate under an equity-based decision-making framework to inform its policy, business process, and funding decisions. This equity-based decision-making framework shall provide for inclusion of Customers of the service system in decisions that will affect them; specify a framework for examining policy, business process, and funding decisions with an explicit equity and racial justice analysis; and shall establish processes to measure, evaluate, and respond to the impact of its decision-making
on its goals of advancing equity. This framework shall be informed by people with Lived Experience and be approved by the Governing Board of the Authority.

**Section 3. Right to Indemnification.**

Each person who was, or is threatened to be made a party to or is otherwise involved (including, without limitation, as a witness) in any actual or threatened action, suit, or proceeding, whether civil, criminal, administrative, or investigative, by reason of the fact that he or she is or was a Steering Committee Member, Governing Board Member or employee of the Authority, whether the basis of such proceeding is alleged action in an official capacity as a director, trustee, officer, employee, or agent, or in any other capacity, shall be indemnified and held harmless by the Authority to the full extent permitted by applicable law as then in effect, against all expense, liability and loss (including attorneys’ fees, judgments, fines and amounts to be paid in settlement) actually and reasonably incurred or suffered by such person in connection therewith, and such indemnification shall continue as to a person who has ceased to be in such position and shall inure to the benefit of his or her heirs, executors and administrators; provided, however, that except as provided in this section, with respect to proceedings seeking to enforce rights to indemnification, the Authority shall indemnify any such person seeking indemnification in connection with a proceeding (or part thereof) initiated by such person only if such proceeding (or part thereof) was authorized by the Governing Board; provided, further, the right to indemnification conferred in this Section shall be a contract right and shall include the right to be paid by the Authority the expenses incurred in defending any such proceeding in advance of its final disposition; provided, however, that the payment of such expenses in advance of the final disposition of a proceeding shall be made only upon delivery to the Authority of an undertaking, by or on behalf of such person, to repay all amounts so advanced if it shall ultimately be determined that such person is not entitled to be indemnified under this Section or otherwise.

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

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

b. Any transaction with respect to which it was finally adjudged that such person personally received a benefit in money, property, or services to which such person was not legally entitled.

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

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

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

Section 4. Conduct; Code of Ethics.

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

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

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

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

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

Notwithstanding anything herein or in the Enabling Ordinance or Interlocal Agreement to the contrary, the prohibition on conflicts of interest shall not apply to or otherwise prohibit a Steering Committee or Governing Board Member from serving on the respective Board or voting on matters if such Member receives generally the same interest or benefits as are being made available or provided to a group or class of low-income, homeless or formerly homeless persons intended to be the beneficiaries of the services provided by or through the Authority. To ensure a diversity of representation on the Governing Board, nothing herein shall prevent a Governing Board member for whom Governing Board service may be a financial hardship from receiving a stipend for Governing Board service consistent with the stipend policies of similarly situated public and nonprofit boards.

**ARTICLE VIII**

**OFFICERS OF AUTHORITY; STAFFING**

**Section 1. Tenure of Officers.**

The Governing Board Members shall elect from among themselves the following Authority officers: Chairperson and Vice Chairperson. The Governing Board Members may also elect a Treasurer and Secretary which may be Governing Board Members or employees or contracted staff of the Authority. In all cases the Chairperson and the Treasurer may not be the same person, and the Chairperson and the Vice Chairperson may not be the same person. The term of any officer shall expire at such time as such officer’s membership on the Governing Board ceases or terminates, or at such sooner time as the term of office expires and the office has been filled by appointment or reappointment. The Authority may, under Article X of this Charter, adopt Bylaws providing for additional officers, and, to the extent not inconsistent with this Charter, may adopt Bylaws governing the offices and tenure of officers; the number of positions, powers and duties, and term of each office; the manner of appointment, selection, or election of office holders and the appointing, selecting, or electing authority; performance of duties of the office upon illness, death, incapacity, or absence of the officer; the filling of vacancies; and any qualification for the office and conditions upon exercising its powers. Nothing prevents the Governing Board from appointing Co-Chairpersons, or combining the offices of Chairperson and Vice Chairperson into co-chairs.
Section 2. Duties of Officers.

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

Section 3. Incapacity of Officers.

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

Section 4. Advisory Committee; Committees.

The Governing Board shall empower a Continuum of Care Board created pursuant to 24 CFR Part 578 or its successor regulation to act as an Advisory Committee or establish an Advisory Committee to serve in an advisory capacity to the Governing Board and to provide a broad array of perspectives, which members of the Advisory Committee shall be appointed by the Governing Board. The Advisory Committee shall be comprised of individuals with experience related to preventing and ending homelessness, including but not limited to: persons currently experiencing homelessness, populations disproportionately impacted by homelessness, homelessness services providers, business, healthcare, labor and/or workforce, homeless housing and services, behavioral health services, criminal justice system, child welfare and data evaluation.

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

Section 5. Executive Director.

The Governing Board may appoint, designate, employ, and remove an Executive Director of the Authority. The Executive Director shall be responsible for hiring other personnel as determined to be needed to carry out the Authority duties. The Executive Director shall be responsible to the Governing Board for the administration of the affairs of the Authority as may be authorized from time to time by resolution of the Governing Board. The Executive Director may be authorized or delegated by the Authority to: (i) supervise and be responsible for the effective management of the administrative affairs of the Authority; (ii) sign documents and contracts on behalf of the Authority; and (iii) perform such other duties as delegated or assigned by the Governing Board.
Section 6. **Office of the Ombuds.**

The Governing Board shall create an office of the Ombuds (“Office of the Ombuds”) to promote Customer, employee and public confidence in the Authority’s ability to effectively, efficiently and equitably serve people experiencing homelessness. The Office of the Ombuds shall gather Customer feedback to improve the Authority’s operations and outcomes; ensure ease of contact for Customers and provide appropriate resources to resolve their concerns; implement strategies to collect, investigate, and respond to complaints and concerns about the delivery of services, policies, program administration, or other activities overseen or funded by the Authority; receive complaints from employees and contractors; develop methods to respond to complaints or concerns in an equitable, impartial, and efficient manner; and be authorized to investigate complaints and issue findings, collect and analyze aggregate complaints data, and partner with Authority leadership, the Governing Board, employees and Customers to design and recommend improvements in services, funding or oversight. The Office of the Ombuds shall report to the Governing Board on trends in Customer and employee feedback and activities undertaken in response to that feedback no less than twice per year.

**ARTICLE IX**

**COMMENCEMENT OF AUTHORITY**

The Authority shall come into existence and be authorized to take action at such time as this Charter is approved by the County Council, the initial Governing Board is appointed and confirmed as provided herein, and the first organizational meeting of the initial Governing Board is held.

**ARTICLE X**

**BYLAWS**

The Authority may adopt Bylaws from time to time to provide rules for governing the Authority and its activities that are not inconsistent with this Charter.

**ARTICLE XI**

**MEETINGS OF THE AUTHORITY**

Section 1. **Time and Place of Meetings.**

a. **Meetings of the Steering Committee.** Regular meetings of the Steering Committee shall be held at least two times per year at a regular time and place to be determined by the Steering Committee by resolution. No later than the last regular meeting of the calendar year, the Steering Committee shall adopt a resolution specifying the date, time and place of regular meetings for the upcoming calendar year. A copy of the resolution shall be distributed in the same manner as notice of special meetings is
provided below. At any regular meeting of the Steering Committee, any business may be transacted and the Steering Committee may exercise all of its powers. Special meetings of the Steering Committee may be held from time to time as authorized by law.

b. Meetings of the Governing Board. Regular meetings of the Governing Board shall be held at least six times per year at a regular time and place to be determined by the Governing Board by resolution. No later than the last regular meeting of the calendar year, the Governing Board shall adopt a resolution specifying the date, time and place of regular meetings for the upcoming calendar year. A copy of the resolution shall be distributed in the same manner as notice of special meetings is provided pursuant to Section 3 below. At any regular meeting of the Governing Board, any business may be transacted and the Governing Board may exercise all of its powers. Special meetings of the Governing Board may be held from time to time as authorized by law.

Section 2. Notice of Regular Meetings.

No notice of regular meetings shall be required, except for the first regular meeting after any change in the time or place of such meeting adopted by resolution of the Governing Board or the Steering Committee, as applicable, as provided above. If the regular meeting schedule is to be changed by resolution, a copy of the resolution shall be distributed in the same manner as notice of special meetings is provided pursuant to Section 3 below.

Section 3. Notice of Special Meetings.

Notice of all special meetings of the Steering Committee and/or the Governing Board shall be given by the Chairperson of the respective Board or by the person or persons calling the special meeting in accordance with RCW 42.30.080 by delivering personally, by electronic mail or by mail written notice at least 24 hours prior to the time of the meeting to each applicable Member, to each local newspaper of general circulation and to each radio or television station that has requested notice and to any other individual specifically requesting it in writing. The call and notice of all special meetings shall specify the time and place of all special meetings and the business to be transacted.

Section 4. Waiver of Notice.

Notice as provided herein may be dispensed with as to any Steering Committee Member or Governing Board Member, as applicable, who at or prior to the time the meeting convenes files with the Authority a written waiver of notice or who is actually present at the meeting at the time it convenes. Such notice may also be dispensed with as to special meetings called to deal with an emergency involving injury or damage to persons or property or the likelihood of such injury or damage, where time requirements of such notice would make notice impractical and increase the likelihood of such injury or damage.
Section 5. Notice of Meetings.

Notice of all meetings of the Governing Board and the Steering Committee shall be provided as required under chapter 42.30 RCW. Agendas of all meetings shall be posted or provided to the extent required by RCW 42.30.077. Notice of all meetings and proposed agendas of all meetings of the Governing Board and the Steering Committee shall also be given to the Seattle City Clerk of Seattle and any Additional Party and to the County Clerk of the County. In addition, the Authority shall provide reasonable notice of meetings to any individual specifically requesting it in writing.

Section 6. Open Public Meetings.

All Governing Board and the Steering Committee meetings, including committee meetings, shall be open to the public if and to the extent required by chapter 42.30 RCW. The Governing Board and the Steering Committee and committees may hold executive sessions to consider matters enumerated in chapter 42.30 RCW or matters as authorized by law.

Section 7. Telephonic Participation

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

Section 8. Parliamentary Authority.

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

Section 9. Minutes.

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

CONSTITUENCY

There shall be no constituency of the Authority.

ARTICLE XIII

AMENDMENTS TO CHARTER

This Charter may be amended by the County Council to comply with changes in State law with prior notice to the Seattle City Council and any other executive and legislative branch of Additional Parties to the Interlocal Agreement or to make this Charter consistent with the provisions of the Enabling Ordinance as it may be amended from time to time. Such amendments shall be provided to the Governing Board at least thirty (30) days prior to the effective date of the proposed amendment. Amendments to make this Charter consistent with the provisions of the Enabling Ordinance will not require approval by the Governing Board, County Council, Seattle City Council or any other executive and legislative branch of Additional Parties to the Interlocal Agreement. Notice of any proposed amendment shall include the text of the amendment presented in a format with strikes over material to be deleted and underlining under new material and shall be accompanied by a statement of its purpose and effect.

This Charter may also be amended by resolution of the Governing Board and upon the affirming vote of the County Council and Seattle City Council, with the concurrence of any Additional Parties no later than 60 days after the later of the Seattle City Council or County Council affirming vote; provided, that if an Additional Party has not acted within 60 days of such date, such Additional Party shall be deemed to have concurred.

Resolutions of the Governing Board approving proposed amendments to this Charter require an affirmative vote of Board Members as provided in Article VII, Section 2(k) of this Charter.

All amendments shall be issued in duplicate originals, each signed by the County Executive, at which time such amendment of this Charter shall be effective. One original shall be filed by the County Clerk as a public record. A duplicate original shall be delivered to the Authority.

ARTICLE XIV

MISCELLANEOUS

Section 1. Geographic Limitation.

The Authority may conduct activities outside of the County, subject, however, to the applicable limitations set forth in RCW 35.21.740. Pursuant to the Interlocal Agreement, the County, Seattle and each Additional Party expressly authorized the Authority to conduct activities in each of their respective jurisdictional boundaries.
Section 2. Safeguarding of Funds.

The Authority funds shall be deposited in a qualified public depository as required by law. The Governing Board may by resolution designate the County as the fiscal agent and/or interim Treasurer of the Authority with the authority to hold and invest funds on the Authority’s behalf and make payments for approved expenditures.

Section 3. Public Records.

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

Section 4. Reports and Information; Audits.

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

The Authority shall be subject to annual audit by the State Auditor, and by Seattle and the County at the option of each. The Authority shall, at any time during normal business hours make available to the County Executive, the County Council, the Seattle Mayor, the Seattle City Council, the mayor and council of any Additional Party, and the State Auditor for examination all of the Authority’s financial records.

Section 5. Dissolution.

Dissolution proceedings may be initiated by the County Council on its own motion, by request of the Seattle City Council or the council of an Additional Party or, if the Governing Board makes an affirmative finding that dissolution is necessary or appropriate, the Governing Board may adopt a resolution requesting the County to dissolve the Authority.

In all cases, dissolution of the Authority requires an affirmative finding of the County Council and Seattle City Council that dissolution is warranted, with the concurrence of any Additional Parties. The County Council and the Seattle City Council shall make such affirmative finding in a resolution at or after the County Council and the Seattle City Council each holds a public hearing, held with notice to the Authority and affording the Authority a reasonable opportunity
to be heard and present evidence. Notice of such public hearing shall be given to the Authority at least thirty (30) days prior to the hearing.

Notwithstanding foregoing or anything to the contrary in this Charter, written notice of any intended dissolution of the Authority, the reasons thereof, and the succession plan shall be provided to the Executive Director of the Authority and the Governing Board at least six months prior to the effective date of any such dissolution. Dissolution shall not take effect until proper provision has been made for disposition of all the Authority assets and liabilities.

Upon adoption of above-referenced resolutions for dissolution of the Authority, the Governing Board of the Authority shall, by resolution, approve a dissolution statement setting forth:

(i) The name and principal office of the Authority;

(ii) A list of the debts, obligations and liabilities of the Authority, and the property and assets available to satisfy the same; the provisions to be made for satisfaction of outstanding liabilities and performance of contracts; and the estimated time for completion of its dissolution;

(iii) A list of any pending litigation or contingent liabilities;

(iv) A request for the rights, property and assets of the Authority to be transferred to its successor agency, or if there is no successor agency, to the County, Seattle and any Additional Party contributing funds, rights, property and/or assets to the Authority, in the manner and as determined by agreement of such parties; and

(v) A list of persons to be notified upon completion of the dissolution.

The dissolution statement shall be filed with the County Executive, the Seattle Mayor and the mayor of any Additional Party. The County Executive, the Seattle Mayor and the mayor of any Additional Party shall appoint a person or party to review the dissolution statement and oversee the dissolution to protect the public interest and prevent impairment of obligation, or if so authorized by law, authorize or initiate proceedings in the Superior Court for the appointment and supervision of a receiver for such purposes.

Upon satisfactory completion of dissolution proceedings, the County shall indicate such dissolution by inscription of “charter cancelled” on this Charter, and file such cancelled Charter with the County Council with a duplicate original to the Authority. At such point the existence of the Authority shall cease. The County shall give notice of such dissolution pursuant to Washington State law and to other persons requested by the Authority in its dissolution statement.

The County, trustee or court may provide for the transfer of any of the Authority rights, assets or property to a qualified entity or entities to fulfill the purposes for which the Authority was chartered.
Section 6. Nondiscrimination.

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

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

1. Membership on the Governing Board
2. Employment, including solicitation or advertisements for employees.
3. Provisions of services to and contracts with the public.

Section 7. Labor Disputes.

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

Section 8. Nonexclusive Charter.

This Charter is nonexclusive and does not preclude the granting by Seattle or County of other charters to establish additional public corporations pursuant to Seattle or County ordinance or resolution.
This Charter is APPROVED this ___ day of ______________, ____.  

__________________________________________________________
County Executive, King County

ATTEST:

__________________________________________________________
[County Prosecuting Attorney]

AGREED TO AND ACCEPTED BY:

__________________________________________________________
Mayor, City of Seattle

ATTEST:

__________________________________________________________
City Clerk
September 4, 2019

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

Dear Councilmember Dembowski:

This letter transmits an ordinance that charters the King County Regional Homelessness Authority in King County Code. Together with companion legislation that authorizes the Executive to execute an Interlocal Agreement (ILA) with cities across King County, including the City of Seattle, this legislation provides for the unification of the region’s homelessness emergency response system. As proposed, the Authority strengthens our regional coordination and planning, places the needs of people experiencing homelessness at the center of our work, and consolidates core programs and accountability.

Its new primary authority and purview would include:
- Unifying emergency funding and services, including shelter, outreach, and diversion;
- Coordinating permanent supportive housing services, transitional housing, and rapid rehousing throughout the region;
- Overseeing policy and planning (both regionally and sub-regionally), contract management, performance management, and technical assistance;
- Establishing an Ombuds Office to serve as a central place for people experiencing homelessness to bring concerns or questions, and
- Developing clear metrics and milestones for measuring success and ensuring accountability and transparency.

While I expect King County and Seattle to be the initial participants in the ILA, my office and I continue to talk with city leaders across the region to discuss their potential role in our collaborative efforts to better address the regional challenges of homelessness.

Development of the ILA and charter included a robust outreach and engagement process that gathered the input and ideas of our current homeless response system stakeholders, including individuals with lived experiences of homelessness, front-line service providers, housing providers, homelessness advocates, philanthropy, and business. These proposals are informed
by the work of the National Innovation Service, Corporation for Supportive Housing, the
King County Auditor’s Office 2018 report, and our regional One Table collaboration.

Together, these ordinances further the Accessible, Affordable Housing and Health and
Human Services goals of the King County Strategic Plan. The ILA, charter and
accompanying ordinances also align with the King County Equity and Social Justice
Initiative core values, particularly with the focus on supporting households disproportionately
impacted by homelessness and providing opportunities for all residents to achieve their full
potential.

While the establishment of this Authority marks a major milestone in our efforts to improve
our homelessness response system, there is still more work to do. The practical work of
merging programs and contracting processes, developing a regional action plan, and
allocating resources to this entity still lies ahead. I look forward to working with you as we
move together to improve and strengthen our regional response to homelessness.

Thank you for your consideration of this important legislation. This is a critical first step to
addressing the true scale of homelessness across the county.

If you have any questions, please feel free to have your staff contact Leo Flor, Director, King
County Department of Community and Human Services, at 206-477-4384.

Sincerely,

Dow Constantine
King County Executive

Enclosure

cc: King County Councilmembers
   ATTN: Carolyn Busch, Chief of Staff
         Melani Pedroza, Clerk of the Council
         Dwight Dively, Director, Office of Performance, Strategy and Budget
         Leo Flor, Director, Department of Community and Human Services
AN ORDINANCE authorizing the executive to execute an interlocal agreement for the joint establishment of the King County Regional Homelessness Authority with the city of Seattle and with such additional parties as are eligible under the terms of the interlocal agreement.

STATEMENT OF FACTS:

1. The federal and state government, King County and jurisdictions across the county, including the city of Seattle, currently fund programs to provide services to homeless individuals and families, but homelessness and housing insecurity remain a chronic and serious problem.

2. King County and the city of Seattle signed a memorandum of understanding on May 3, 2018, proposing a partnership to more effectively and consistently coordinate their provision of those services, and have received a consultant's report providing guidance on how such a joint effort could be structured.

3. King County and the city of Seattle have determined that a public corporation chartered to coordinate services within an equitable operational framework centering on people with lived experience will
enable and facilitate joint planning, program funding and the
establishment of standards for and accountability of programs thereby
improving the delivery of services and enhancing outcomes for those
receiving such services.

5. King County has agreed to charter the proposed public corporation by
separate action.

6. Under the Interlocal Cooperation Act, chapter 39.34 RCW, the county
and other political subdivisions of the state of Washington are empowered
to execute jointly any power or powers, privileges or authority exercised
or capable of exercising to the extent that laws of the state or the United
States permit the joint exercise or enjoyment.

BE IT ORDAINED BY THE COUNCIL OF KING COUNTY:

SECTION 1. The executive is authorized to execute an interlocal agreement for
the joint establishment of the King County Regional Homelessness Authority,
substantially in the form of Attachment A to this ordinance, with the city of Seattle and
with such additional parties as are eligible under the terms of the interlocal agreement.

SECTION 2. All county officials, and their agents and representatives, are hereby
authorized and directed to undertake all action necessary or desirable to carry out the
terms of, and complete the transactions contemplated by, this ordinance. All acts taken
under the authority of this ordinance but before its effective date are hereby ratified.

KING COUNTY COUNCIL
KING COUNTY, WASHINGTON

____________________
Rod Dembowski, Chair

ATTEST:

____________________
Melani Pedroza, Clerk of the Council

APPROVED this _____ day of ______________, ______.

____________________
Dow Constantine, County Executive

**Attachments:** A. Interlocal Agreement
INTERLOCAL AGREEMENT
FOR THE JOINT ESTABLISHMENT OF THE
KING COUNTY REGIONAL HOMELESSNESS AUTHORITY

THIS INTERLOCAL AGREEMENT FOR THE JOINT ESTABLISHMENT OF THE KING COUNTY REGIONAL HOMELESSNESS AUTHORITY (this “Agreement”) dated this _____ day of _______________, 2019, incorporating all exhibits hereto, is entered into by and between the parties that execute this Agreement from time to time.

RECITALS:

WHEREAS, the federal and state government, King County (the “County”) and jurisdictions across the County, including the City of Seattle (“Seattle”), currently fund programs to provide services to individuals and families experiencing homelessness, but homelessness and housing insecurity remain a chronic and serious problem; and

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

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

WHEREAS, cities and counties are authorized to charter public corporations in accordance with RCW 35.21.730 through 35.21.755 for any public purpose, including to administer such joint efforts; and

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

WHEREAS, Seattle and the County have committed to assessing the needs and specific recommendations for homelessness solutions through a Regional Action Plan; and

WHEREAS, the parties hereto now desire to enter into this Agreement for the purpose of facilitating the formation, administration, and operation of a public development authority (as further defined herein, the “Authority”) to be chartered by the County;
NOW THEREFORE, it is hereby agreed and covenanted among the undersigned as follows:

**Section 1. Definitions.** In addition to the terms defined in the Recitals above, which are incorporated herein, the following terms shall have the meanings set forth below:

“Additional Party” means any municipal corporation, governmental agency or public entity located within King County, other than Seattle and the County, that has executed this Agreement or an amendment to this Agreement, or has otherwise accepted and assumed the terms of this Agreement from time to time.

“Advisory Committee” means the committee created by the Governing Board to serve in an advisory capacity to such Board pursuant to the Charter.

“Agreement” means this Interlocal Agreement for the Joint Establishment of the King County Regional Homelessness Authority, as it may be amended from time to time.

“Authority” means the King County Regional Homelessness Authority chartered by the County pursuant to the Enabling Ordinance and this Agreement.

“Charter” means the Charter of the Authority, as it may be amended from time to time. A form of the Charter is attached hereto as Exhibit A.

“County” means King County, a municipal corporation organized under the laws and statutes of the State.

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

“County Executive” means the King County Executive.

“Customers” mean individuals and families experiencing homelessness or who are at imminent risk of experiencing homelessness.

“Effective Date” means the date that this Agreement becomes effective between the County and Seattle as the initial Parties hereto, which shall be __________, 2019.

“Five-Year Plan” means the five-year implementation plan developed by the Authority, approved by the Governing Board, and confirmed by the Steering Committee in accordance with this Agreement and the Charter. The Five-Year Plan shall incorporate requirements of the Service Agreements from funders and align with the Regional Action Plan, if any, to guide the Authority’s operations.

“Governing Board” means the Board of Directors of the Authority, as the same shall be duly and regularly constituted from time to time under the terms of the Charter.
“Homeless Services” means shelter, day centers, hygiene facilities, housing, and related services to assist Customers.

“Interlocal Cooperation Act” means chapter 39.34 RCW as the same may be amended from time to time.

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

“Party” or “Party to this Agreement” means the County, Seattle, and any Additional Party.

“RCW” means the Revised Code of Washington.

“Regional Action Plan” or “RAP” means the plan created to identify regional resource needs and guide decision making goals.

“Seattle” means the City of Seattle, a municipal corporation organized under the laws and statutes of the State.

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

“Seattle Mayor” means the Mayor of Seattle.

“Service Contract” means each of the agreements or contracts for the funding of the Authority and/or the services to be provided by the Authority to a Party.

“State” means the State of Washington.

“Steering Committee” means the oversight committee established pursuant to the Charter.

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

Section 2. Purpose of this Agreement; Creation of Authority; Principles; Steering Committee; Appointment of Governing Board; Scope of Work.

(a) Purpose of this Agreement. The purpose of this Agreement is (i) to authorize the chartering of a public development authority by the County for the purpose of coordinating the provision of services to Customers within King County, and (ii) to establish the terms and conditions under which the Parties will provide funds, staff and oversight to the Authority.

(b) Creation of the Authority; Jurisdiction; Eligibility of Additional Parties. The County agrees to charter the Authority and approve its Charter substantially in the form attached hereto as Exhibit A, subject to the terms and conditions set forth herein. The Parties hereto approve
the form of Charter substantially in the form attached hereto and explicitly authorize the Authority to act within their respective jurisdictions.

Additional Parties, including but not limited to cities, housing authorities, and other public entities located in King County, may from time to time become a Party to this Agreement to take advantage of the efficiencies of scale created by the Authority structure. Additional Parties must be committed to align provision of in-scope homelessness response services with the Authority’s Five-Year Plan and other organizational goals and policies. The legislative authority of any entity satisfying the eligibility criteria set forth in this Agreement shall take such action as is necessary under local rules and the Interlocal Cooperation Act to approve the execution of this Agreement or to otherwise agree to be bound by its terms.

(c) **Principles.** The Parties agree that the establishment of the Authority is necessary to consolidate homeless response systems under one regional authority which acts according to the following principles:

1. The Authority shall establish processes to ensure accountability to its Customers, its contract agencies, its funders, and the public.

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

3. The Authority shall address racial-ethnic and other statistical disproportionalities amongst the population of people experiencing homelessness, including addressing racial-ethnic inequities in the development, delivery, and evaluation of services in the homeless service system. The Authority shall proactively seek to eliminate disproportionalities in the population experiencing homelessness and outcomes for people experiencing homelessness by directly addressing structural racism, ableism, homophobia, transphobia, misogyny and other sources of inequities.

4. The Authority shall establish clear protocols for decision making that are easily understood by community members, Customers, and other stakeholders. These protocols shall have a clear process for Customer and provider input.

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

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

7. The Authority shall create long-term institutional alignment across systems to meet the needs of people at imminent risk of becoming homeless and those experiencing homelessness. The Authority shall adopt an evidence-based, housing first orientation and shall inform and support regional efforts to increase development of new 0 – 30% AMI housing and preserve existing affordable housing, with a priority for permanent supportive housing.

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

(d) **Steering Committee.** The Parties agree that a Steering Committee shall be formed to carry out the enumerated duties set forth in Article VII, Section 1 of the Charter. The Steering Committee shall be composed of those individuals representing people with Lived Experience and elected officials as described in the Charter. Duties of the Steering Committee are set forth in the Charter and include confirming Governing Board Members and receiving and confirming the Authority annual budget, the Five-Year Plan, and performance reports from the Governing Board.

(e) **Appointment of Governing Board.** The Parties agree that the initial Governing Board shall be appointed and confirmed as described in Article VII, Section 2 of the Charter. Members of the initial Governing Board shall be appointed by the Seattle Mayor, the Seattle City Council, the County Executive, the County Council, and the two Members of the Steering Committee representing persons with Lived Experience, confirmed by the Steering Committee, and shall serve for the terms set forth in the Charter.

Commencing five years after the formation of the Authority, the Governing Board shall become self-perpetuating and Governing Board Members shall be nominated as provided in the Charter and confirmed by the Steering Committee.

(f) **Composition of Governing Board.** The Governing Board shall provide strategic vision, community accountability and robust oversight for the Authority, and shall use skill-based criteria and representational standards for appointments. The Governing Board shall be comprised of eleven Members possessing the characteristics, expertise and skills described in the Charter.

(g) **Composition of Advisory Committee.** The Governing Board shall recognize or establish an Advisory Committee to serve in an advisory capacity to the Governing Board and to provide a broad array of perspectives as set forth in the Charter.

(h) **Scope of Work.** In addition to complying with the terms of Service Contracts that provide funding to the Authority, the Authority will, among other things:
1. Develop for Governing Board approval, within six months of formation, an initial work plan that describes an organizational structure, a plan for initial implementation of contracted Homeless Services on behalf of the County and Seattle under the terms of their respective Service Contracts, and a description of major goals and activities that the Authority will undertake until approval of its first Five-Year Plan.

2. Within the first 18 months of operations, the Authority shall work with current and former Customers and other stakeholders to develop a Five-Year Plan. The Authority’s Five-Year Plan shall be informed by the Regional Action Plan, adopted by the Governing Board, confirmed by the Steering Committee and periodically updated. The Five-Year Plan shall:

   i. include a theory of change;

   ii. include specific, measurable actions, informed by the Regional Action Plan, that the Authority will take; and

   iii. include Sub-Regional Planning.

3. Develop processes for procurement of services addressing homelessness.

4. Develop form contracts with service providers with consistent terms, conditions and performance evaluation criteria.

5. Develop consistent standards for the comprehensive data collection, monitoring, and evaluation of systems and program performance.

6. Support continuous improvement of key system interventions (such as emergency services and homeless housing) and evaluate community impact, including community engagement, Customer engagement, and continuum of care compliance, and support an Office of the Ombuds.

Section 3. Provision of Funds; Audits.

(a) The Authority shall annually submit a proposed budget request to each of the Parties, consistent with the budget adopted by the Governing Board and confirmed by the Steering Committee, in accordance with the Charter. Budget requests shall be made by the Authority to the Parties at the time and in the form as determined to be necessary to comply with the fiscal and budget cycles of the individual Parties and that is consistent with the resources provided by the Parties. Each Party shall review the proposed budget request and strive to allocate funds to the Authority consistent with the budget request and overall Five-Year Plan; provided, that the County’s review and allocation shall be based on its biennial budget.

   The County shall serve as treasurer to the Authority.
(b) It is Seattle’s intent to provide the same funding to the Authority that it budgeted in 2019 for the Homeless Services contracts anticipated to be transferred to the Authority and related administrative expenses. In 2019 that amount is approximately $73,000,000. In accordance with the foregoing, Seattle anticipates providing the following to the Authority, in all cases subject to annual budget appropriations:

1. Initial, start-up funding of no more than $2,000,000 for calendar year 2020 (or a pro rata portion if the Authority commences operations later than January 1, 2020), the Authority’s expected first year of operation; and

2. Program and administrative funding of no less than $73,000,000 for 2020 (or a pro rata portion commensurate with the needs of the Authority if the Authority commences administration of Homeless Services contracts later than January 1, 2020) and for each of the following three years, and thereafter, funding as necessary for the Authority to acquire through contract Homeless Services and to fund the administrative costs of the Authority; provided, that such administrative funding shall be inclusive of wages and benefits.

(c) It is the County’s intent to provide the same funding to the Authority that it budgeted in 2019 for the Homeless Services contracts anticipated to be transferred to the Authority and related administrative expenses. In 2019 that amount is approximately $55,000,000. In accordance with the foregoing, the County anticipates providing the following to the Authority, in all cases subject to budget appropriations:

1. Initial, start-up funding of no more than $1,300,000 for calendar year 2020 (or a pro rata portion if the Authority commences operations later than January 1, 2020), the Authority’s expected first year of operation; and

2. Program and administrative funding of no less than $55,000,000 for 2020 (or a pro rata portion commensurate with the needs of the Authority if the Authority commences administration of Homeless Services contracts later than January 1, 2020) and for each of the following three years, and thereafter, funding as necessary for the Authority to acquire through contract Homeless Services and to fund the administrative costs of the Authority; provided, that such administrative funding shall be inclusive of wages and benefits and the cost of the space contributed by the County described in subparagraph (d) below.

(d) The County agrees to make facilities available to the Authority for Authority operations. The County’s funding to the Authority in subparagraph (c) above shall include the value of County space contributed by the County to the Authority. Seattle’s funding in subparagraph (b) above shall be reduced to the extent Seattle directly pays for programs and administration during a transition period. The County’s funding in subparagraph (c) above shall be reduced to the extent the County directly pays for programs and administration during a transition period.

(e) All Additional Parties shall either provide funds to the Authority or align the provision of related services consistent with annual budget requests, the Five-Year Plan, and goals and policies as adopted by the Governing Board and ratified by the Steering Committee, in
accordance with the Charter. The Authority shall fund services across the County regardless of whether a local jurisdiction is a Party to this Agreement.

(f) The Parties that provide resources to the Authority will enter into separate Service Contracts with the Authority setting forth their respective processes to provide resources to the Authority pursuant to the terms and conditions set forth herein and in the Service Contracts. Resources are defined as those funds, personnel time, and facility space provided to support the operation of the Authority or the operation of services.

(g) The Parties will use best efforts to coordinate the development of their respective Service Contracts to ensure consistency and that the Authority will be provided adequate resources and personnel to optimize the provision of services with appropriate accountability.

(h) If the Authority applies for and receives monies which had, in prior years, been awarded to one of the Parties, then (1) in future years, the amount of such monies shall be included as part of the contribution by the prior grant recipient, and (2) the Authority shall give first priority to providing services to those persons who were previously served by the grant funds.

(i) In the event of reductions or eliminations of funding available for homelessness program or services assigned to the Authority through the Service Contract, a Party may proportionately reduce its funding obligation to the Authority under this Agreement.

(j) The Authority shall comply with all federal, State, Seattle, Additional Party, and County statutory and legal requirements, as applicable, in respect to all grant funds contributed by each Party.

(k) The Authority shall be subject to annual audit by the State Auditor, and by Seattle and County at the option of each.

Section 4. Information Required for Oversight of the Authority. Each of the Service Contracts shall include provisions obligating the Authority to provide the following minimum information to each Party:

(a) An annual operating budget displaying the various sources and uses of Authority revenues, with expenditures aggregated and disaggregated based on source;

(b) Quarterly reporting on expenditures against budget, as well as full transparency into on-going spending provided by access to the Authority’s financial systems;

(c) Standards and procedures for the awarding of contracts to service providers, including means to measure outcomes;

(d) Annual reports showing comparative outcomes by service providers and evaluations of contract performance;
(e) A Five-Year Plan for the funding of Homeless Services, updated as set forth in the Scope of Work; and

(f) An annual performance update on the Five-Year Plan.

Section 5. Initial Duration; Withdrawal and Termination; Termination of the Authority.

(a) Initial Term. The initial duration of this Agreement shall be year to year with an automatic renewal for an indefinite period from its Effective Date.

(b) Withdrawal from Agreement; Termination by the Parties. Any Party to this Agreement may withdraw its participation in this Agreement (and corresponding representation on the Governing Board) by providing written notice to the other Party or Parties hereto. No Party is permitted to withdraw until this Agreement has been in force at least five (5) years from the initial Effective Date. Once this Agreement has been in force for five (5) years from the initial Effective Date, any Party may withdraw by providing at least one-year notice of its intent to withdraw.

(c) Termination of the Authority. The County Council may terminate the Authority with an affirmative finding of the Seattle City Council that dissolution is warranted, with the concurrence of any Additional Parties, as further provided in the Charter. Furthermore, upon expiration of this Agreement or termination of this Agreement by the Parties hereto, the County Council may, in its discretion, terminate the Charter of the Authority.

Section 6. Service Contracts for the Provision of Homeless Services. Nothing herein or in the Charter shall prohibit the Authority from entering into contracts with other cities, municipalities or public agencies within King County for the provision of Homeless Services without the necessity of such city, municipality or public agency becoming a party to or assuming the provisions of this Agreement, so long as (i) such contracts are subject to the availability of grant or other funding, (ii) such contracts are available for review by the Parties, (iii) any contract with such party provides for that entity to assume a proportional share of Authority operating expenses and service funding, and (iv) such contracts do not impair the obligations of the Authority to any Party or any other contractors.

Section 7. Amendments to Agreement. This Agreement may be amended by the mutual consent of the Parties hereto upon approval of the legislative authorities (city council, board, or County Council) of each Party.

Notwithstanding the foregoing, this Agreement may be amended upon approval of the County Executive and Seattle Mayor to add an Additional Party to this Agreement so long as the amendment or assumption document does not materially impact the rights of the then-current Parties to this Agreement. The Parties to this Agreement hereby authorize subsequent modifications to this Agreement by the County Executive and the Seattle Mayor for such purpose.
Except as provided in the preceding paragraph, no additions to or alterations of the terms of this Agreement shall be valid unless made in writing, formally approved and executed by duly authorized agents of all Parties.

**Section 8. Miscellaneous Provisions.**

(a) *Waiver.* No officer, employee, or agent of the Parties hereto has the power, right, or authority to waive any of the conditions or provisions of this Agreement. No waiver of any breach of this Agreement by any Party shall be held to be a waiver of any other or subsequent breach. Failure of a Party to enforce any of the provisions of this Agreement or to require performance of any of the provisions herein, shall in no way be construed to be a waiver of such conditions, nor in any way effect the validity of this Agreement or any part hereof, or the right of a Party to hereafter enforce each and every such provision.

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

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

(d) *Hold Harmless; No Liability.* To the maximum extent permitted by law, each Party hereto shall indemnify and hold harmless the other Parties and its or their agents, employees, and/or officers, from any and all costs, claims, judgments, or awards of damages arising out of the negligent acts or omissions of such indemnifying Party, its officers, employees or agents and shall process and defend at its own expense any and all claims, demands, suits, at law or equity, actions, penalties, losses, damages, or costs, of whatsoever kind or nature, brought against the other Parties arising out of, in connection with, or incident to this Agreement and the indemnifying Party’s negligent performance or failure to perform any aspect of this Agreement. In the event of any such liability arises from the concurrent negligence of the indemnifying party and another Party, the indemnity obligation of this section shall apply only to the extent of the negligence of the indemnifying party and its actors.

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

(e) *Filing of Agreement.* This Agreement shall become effective as of the Effective Date after it is duly adopted by the legislative authority of Seattle and County, executed by the Parties hereto and, pursuant to RCW 39.34.040, upon recording this Agreement or posting this Agreement on a Party’s web site or other electronically retrievable public source.
(f) **No Separate Legal Entity.** The Parties hereto acknowledge and agree that the purpose of this Agreement is to facilitate the chartering of the Authority, an independent public corporation, by the County and the joint funding, administration, governance and operation of the Authority. No joint board or administrative entity within the meaning of RCW 39.34.030(3) is hereby created pursuant to this Agreement.

(g) **Labor Disputes.** Because labor disputes can lead to work stoppages or adversely impact the ability of the Authority to achieve desired outcomes, Seattle and the County agree and acknowledge that they have an interest in ensuring that the Authority’s operations and progress are not interrupted or interfered with by work stoppages or other labor disputes. Accordingly, Seattle and the County agree to require the Authority and entities that contract with the Authority to adhere to labor laws, commit to promoting labor harmony, and take reasonable measures to avoid any work stoppages or labor disputes in their operations.

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

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

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

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

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

IN WITNESS WHEREOF, the Parties have executed this Agreement as of the Effective Date.

[signature blocks to follow]
September 4, 2019

The Honorable Rod Dembowski
Chair, King County Council
Room 1200
COURTHOUSE

Dear Councilmember Dembowski:

This letter transmits an ordinance that authorizes the Executive to execute an Interlocal Agreement (ILA) with cities across King County, particularly the City of Seattle, to establish the King County Regional Homelessness Authority (Authority). Together with companion legislation that charters the King County Regional Homeless Authority, this legislation provides for the unification of the region’s homelessness emergency response system. As proposed, the ILA strengthens our regional coordination and planning, places the needs of people experiencing homelessness at the center of our work, and consolidates core programs and accountability.

Its new primary authority and purview would include:

- Unifying emergency funding and services, including shelter, outreach, and diversion;
- Coordinating permanent supportive housing services, transitional housing, and rapid rehousing throughout the region;
- Overseeing policy and planning (both regionally and sub-regionally), contract management, performance management, and technical assistance;
- Establishing an Ombuds Office to serve as a central place for people experiencing homelessness to bring concerns or questions; and
- Developing clear metrics and milestones for measuring success and ensuring accountability and transparency.

While I expect King County and Seattle to be the initial participants in the ILA, my office and I continue to talk with city leaders across the region to discuss their potential role in our collaborative efforts to better address the regional challenges of homelessness.

Development of the ILA and charter included a robust outreach and engagement process that gathered the input and ideas of our current homeless response system stakeholders, including individuals with lived experiences of homelessness, front-line service providers, housing providers, homelessness advocates, philanthropy, and business. These proposals are informed
by the work of the National Innovation Service, Corporation for Supportive Housing, the King County Auditor’s Office 2018 report, and our regional One Table collaboration.

Together, these ordinances further the Accessible, Affordable Housing and Health and Human Services goals of the King County Strategic Plan. The ILA, charter and accompanying ordinances also align with the King County Equity and Social Justice Initiative core values, particularly with the focus on supporting households disproportionately impacted by homelessness and providing opportunities for all residents to achieve their full potential.

While the establishment of this Authority marks a major milestone in our efforts to improve our homelessness response system, there is still more work to do. The practical work of merging programs and contracting processes, developing a regional action plan, and allocating resources to this entity still lies ahead. I look forward to working with you as we move together to improve and strengthen our regional response to homelessness.

Thank you for your consideration of this important legislation. This is a critical first step to addressing the true scale of homelessness across the county.

If you have any questions, please feel free to have your staff contact Leo Flor, Director, King County Department of Community and Human Services, at 206-477-4384.

Sincerely,

Dow Constantine
King County Executive

Enclosure

cc: King County Councilmembers
    ATTN: Carolyn Busch, Chief of Staff
          Melani Pedroza, Clerk of the Council
          Dwight Dively, Director, Office of Performance, Strategy and Budget
          Leo Flor, Director, Department of Community and Human Services
The Interlocal Agreement (ILA) for the joint establishment of the King County Regional Homelessness Authority in the form of a Public Development Authority (PDA) will result in changes to how services for individuals and families who are experiencing homelessness or who are at imminent risk of homelessness will be provided. The new PDA will be responsible for providing consolidated, aligned services for these groups, and the County's current responsibility for providing these services will cease. The administrative changes needed to implement this change will include facility start-up costs, short-term co-location of King County and City of Seattle staff, and long-term transfer of responsibility and revenues to the PDA.

Revenue\(^1\) to:

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Expenditures from:

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<tr>
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Expenditures\(^6,7\) by Categories

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Does this legislation require a budget supplemental?

Notes and Assumptions:

1. This line represents the reduced expenditures from staff and contracts becoming the responsibility of the new Public Development Authority (PDA).
2. This line represents the new expenditure that will be a transfer of revenues to the PDA.
3. This line represents one-year of rent for the PDA, which the County will contribute as an in-kind contribution to PDA start-up costs. Actual in-kind contribution may be for more than one year, in which case this reflects the annual amount.
4. This line represents the cost of tenant improvements to make a site ready for the PDA.
5. There is no revenue impact in the short-term, as revenues will continue to come to the County and be transferred to the PDA. In the long-term, some revenues may shift to being directly received by the PDA and will no longer go through the County's budgets.
6. Actual expenditures and expenditure growth over time will be governed by the Master Service Agreement that will be signed between the County and the PDA and the County's biennial budget process.
7. This fiscal note shows a full transfer of services and employees to the PDA beginning in 2021. Employees and contracts may remain in the County's responsibility for some time after the PDA is created, so the actual timing of when expenditures will change from direct expenditures to transfers to the PDA isn't certain. In addition, the County is still analyzing the detailed impacts of staffing shifts on its internal processes, and outyear impact assumptions may need to change as more detail is developed in the Master Service Agreement.
## Proposed Regional Homelessness Authority Funding from King County by 2019 Funding Source and Program

### Service Contract Funding

<table>
<thead>
<tr>
<th>Continuum of Care</th>
<th>Emergency Solutions Grant</th>
<th>Community Development Block Grant</th>
<th>State</th>
<th>Document Recording Fee</th>
<th>Regional Affordable Housing Program</th>
<th>Mental Illness &amp; Drug Dependency</th>
<th>Vets, Seniors, Human Services Levy</th>
<th>United Way King County</th>
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### HMIS

- **HMIS**: $387,465

### Coordinated Entry for All

- **Coordinated Entry for All**: $1,872,500

### All Home

- **All Home**: $1,062,056

### Housing, Homelessness & Community Development

- **Housing, Homelessness & Community Development**: $293,498

| Total | $20,433,232 | $314,084 | $496,090 | $16,310,421 | $9,873,223 | $844,062 | $757,399 | $5,203,477 | $619,373 | $54,851,361 |

### Notes

- **Continuum of Care**: U.S. Department of Housing and Urban Development (HUD) funding to promote the goal of ending homelessness
- **Emergency Solutions Grant**: HUD funding that can only be used for emergency shelters and rapid rehousing
- **Community Development Block Grant**: HUD funding for providing affordable housing, anti-poverty programs, and infrastructure development
- **State**: Includes some of the state's allocation of Emergency Solutions Grant funds, some of the state's allocation of document recording fees, and state authorized Housing and Essential Needs funding for rent assistance and essential needs for those at risk of becoming homeless
- **Document Recording Fees**: State authorized funding to support programs for people experiencing homelessness or at risk of becoming homeless and at 50% of area median income or less.
- **United Way King County**: Includes support for HMIS and All Home

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1. [MIDD Strategy RR-01 Rapid Rehousing (Ordinance 15093)]
2. [VSHSL Strategy HS-1 Build, Preserve and Operate Affordable Housing and Navigation Centers (Ordinance 18768)]
3. [VSHSL Strategy 2018 Transition Plan HS-2A Master Leasing (Ordinance 18638)]
4. [VSHSL Strategy SS-1F Persons Experiencing Unsheltered Homelessness (Ordinance 18768)]
5. [VSHSL Strategies HS-5D Housing Stability and SS-1F Persons Experiencing Unsheltered Homelessness (Ordinance 18768)]
6. [VSHSL Strategy 2018 Transition Plan HS-2B Shallow Rent Subsidies (Ordinance 18638)]
7. [VSHSL Strategy HS-4 Navigate Homeless Veterans to Housing (Ordinance 18768)]
## Homelessness Program Contracts by Geographic Area

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<tr>
<th>Service</th>
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<th>South</th>
<th>East</th>
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<tr>
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</table>
SUBJECT

Best Starts for Kids 2018 Annual Report, “Communities building impact”, transmitted in accordance with Attachment A to Ordinance 18373\(^1\) (Best Starts for Kids Implementation Plan).

SUMMARY

On May 29\(^{th}\), the Executive transmitted to Council Proposed Motion 2019-0239, which would accept the Best Starts for Kids (BSK) Annual Report. The report provides information on all BSK financial investments made in 2018, as well as BSK performance measures and outcomes. These annual Reports are required by the BSK Implementation Plan (approved by Ordinance 18373). Staff analysis has determined that the executive transmitted BSK Annual Report meets the requirements as outlined in the BSK Implementation Plan.

The proposed motion (Proposed Motion 2019-0239) that would accept the report has been referred first to the Regional Policy Committee as a dual referral, and then to the Health, Housing and Human Services Committee (HHHS).

BACKGROUND

**BSK Levy.** The Best Starts for Kids (BSK) levy that was approved by King County voters in November 2015 is a property tax that will be levied at a rate of $0.14 per $1,000 of assessed valuation in 2016, with an increase of up to three percent for each of the five subsequent years of the levy—2017 through 2021.\(^2\) The July 2019 King County Office of Economic and Financial Analysis forecast projected that the BSK levy will generate a total of approximately $404.9 million in revenues over the six-year levy period.\(^3\)

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\(^1\) Enacted on September 19, 2016.

\(^2\) Ordinance 18088 and Motion 14673.

\(^3\) Earlier projections estimated approximately $392.3 million in revenues over the six-year levy period.
The BSK levy Ordinance 18088, directed that out of the first year’s levy proceeds, $19 million be set aside to fund the Youth and Family Homelessness Prevention Initiative (YFHPI) as well as the amounts that were necessary to pay for election costs related to the levy. All remaining levy proceeds are to be disbursed as follows: 50 percent for the Invest Early Allocation (0-5 year olds); 35 percent for the Sustain the Gain Allocation (5-24 year olds); 10 percent for the Communities Matter Allocation (otherwise known as Communities of Opportunity); and 5 percent for the Outcomes-Focused and Data-Driven Allocation.

BSK Implementation Plan. The Best Starts for Kids Implementation Plan, which outlines programming for the BSK initiative, approved by Ordinance 18373, provides requirements related to the transmittal timelines, stakeholder involvement and contents for all BSK Annual Performance and Evaluation Reports. The summary of each requirement and an evaluation of whether each requirement was included in the BSK 2018 Annual Report are detailed in the Analysis section below.

BSK Youth and Family Homelessness Prevention Initiative Implementation Plan. The BSK Youth and Family Homelessness Prevention Initiative (YFHPI) is intended to prevent and divert children and youth and their families from becoming homeless. The BSK YFHPI Implementation Plan, which outlines programming for BSK YFHPI, approved by Ordinance 18285 and updated by Ordinance 18373, provides requirements related to transmittal timelines and contents of various reports related to BSK YFHPI. The following bullets summarize BSK YFHPI reporting to date:

- Motion 14797 accepted a report on the BSK YFHPI technical assistance funding contract;
- Motion 14828 accepted a report on the BSK YFHPI lesbian, gay, bisexual, transgendered and queer awareness training contract;
- Motion 14845 accepted a report on the BSK YFHPI services funding contracts;
- Motion 14901 accepted the first outcomes report on the BSK YFHPI; and
- Motion 15225 accepted the 2017 outcomes report on the BSK YFHPI.

BSK Innovation Fund. The 2017-2018 biennial budget ordinance provisoed $500,000 of the biennial appropriation for Best Starts for Kids pending the transmittal and Council approval of a proposed supplemental appropriation ordinance for expenditures of BSK levy proceeds to the Innovation Fund. As per the proviso, the supplemental appropriation ordinance was required to include clear, written specifications and investment processes for contemplated investment strategies. Ordinance 18569 appropriated approximately $2.8 million of BSK levy funds for the Innovation Fund.

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4 Enacted on May 17, 2016.
6 Passed March 27, 2017.
7 Passed April 17, 2017.
8 Passed July 5, 2017.
9 Passed September 17, 2018.
10 Ordinance 18409, Section 95, Proviso P1.
11 Enacted on September 14, 2017.
BSK Evaluation and Performance Measurement Plan. The BSK Implementation Plan sets out the principles for the BSK evaluation, including requirements for the BSK Evaluation and Performance Measurement Plan (EPMP) which outlines strategies, methods, and metrics to evaluate and measure the performance of the BSK initiative. The BSK EPMP was accepted by Motion 14979 on October 17, 2017. The accepted BSK EPMP did not contain any major divergences compared to the policy direction in the preliminary evaluation framework in the BSK Implementation Plan or in the YFHPI Implementation Plan. However, there were some key changes that were reflective of the initiative’s evolution as implementation roll-out continued.12

ANALYSIS

The BSK Implementation Plan outlines requirements related to the transmittal timelines, stakeholder involvement and contents of Best Starts for Kids Annual Reports. The following subsections evaluate whether the 2018 BSK Annual Report is consistent with the requirements outlined in the BSK Implementation Plan.

Transmittal Timeline. The BSK Implementation Plan requires that BSK Annual Reports be transmitted by June 1 of each year from 2018 through 2022. The 2018 BSK Annual Report met this requirement.

Content Requirements. The BSK Implementation Plan requires that BSK Annual Reports describe the programs funded and outcomes for the children, youth, families and young adults served. Specifically, annual reports are to include:

- Progress toward meeting overall levy goals and strategies
- Headline indicator measurements13
- Performance metrics14
- Lessons learned
- Strategies for continuous improvement

The transmitted BSK Annual Report includes this information.

The BSK Implementation Plan also requires that on June 1, 2019, both a Youth and Family Homelessness Prevention Initiative Outcomes Report and a Youth and Family

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12 The King County Auditor's Office's 2017/2018 biennial work plan included an audit of the BSK EPMP. That audit was conducted in 2017 and generated four recommendations for the Executive: 1) develop measures that adhere to the results-based accountability model for all programs; 2) develop detailed criteria for selecting the appropriate types of evaluation for different programs; 3) document data quality procedures for the current data system and the future system; and 4) develop and document procedures for the evaluation team, management, and the Executive to protect findings. The Auditor's Office presented their final report to the Government Accountability and Oversight Committee on Nov. 28, 2017 and to the Health, Housing and Human Services Committee on Dec. 5, 2017.

13 Headline indicators are aspirational, long-term measures that quantify BSK’s overarching results.

14 Per the BSK Implementation Plan, programs will have performance metrics to track progress toward implementation milestones including: How much was done? How well was it done? and Is anyone better off?
Homelessness Prevention Initiative Independent Evaluation Report be transmitted with the 2018 BSK Annual Report. Both reports were transmitted as required.

**Review by Advisory Boards.** The BSK Implementation Plan requires that the BSK Annual Reports be developed in consultation with the Children and Youth Advisory Board (CYAB) and the Communities of Opportunity – BSK Advisory Board (COO-BSK Board) before transmittal and that each advisory board shall consult on and review the respective portion of annual reports on BSK programming over which they have been charged with oversight. As stated in the Executive’s transmittal letter to Proposed Motion 2019-0239:

“A draft copy of the 2018 Best Starts for Kids Annual Report was distributed to the Children and Youth Advisory Board and Communities of Opportunity Advisory Board members. Representatives from each board reviewed the respective portion of the report over which they have oversight, and input and feedback was incorporated into the final report”.

**Details on Communities of Opportunity Awards.** The BSK Implementation Plan requires BSK Annual Reports include a detailed chart with information on all Communities of Opportunity awards to-date since the last reporting cycle. Page 29 of the 2018 BSK Annual Report summarizes Communities of Opportunity investments for the reporting cycle. Additionally, pages 36 through 40 of the report expound on the $5.3 million in 2018 investments.

The BSK Implementation Plan also requires the BSK Annual Report to provide a breakdown of awards by multiple sources and the amounts contributed by each source if public funds (i.e. BSK levy funds) are blended with other fund sources for Communities of Opportunity awards. In addition, denotations that each public fund award was not awarded to undertake a prohibited body of work is also required. This is denoted in the transmitted report.

**BSK Evaluation and Performance Measurement Plan Updates.** The BSK Implementation Plan requires that updates to the BSK EPMP be reported as part of annual reports. Relatedly, the BSK Implementation Plan also requires headline indicators be measured and reported annually as part of the annual report. The transmitted report includes the required information. In 2018, Best Starts for Kids did not recommend any revisions to the BSK Performance Measurement and Evaluation Plan, or changes to the plan or programs based on evaluation and data, nor were any new strategies established in the past year. According to the report, no substantive changes in the performance measure targets were made in 2018.

As indicated in the 2018 report, BSK met with all funded partners to identify performance measures and conducted data analyses with many partners. In the report, investments are categorized as ‘laying the groundwork’, ‘building momentum’ and/or

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15 Also referred to as the Communities of Opportunity Governance Group.
16 BSK Implementation Plan (Attachment A to Ordinance 18373), page 103.
17 BSK Implementation Plan (Attachment A to Ordinance 18373), page 13.
delivering impact’, which the report describes is a reflection of the young life and complexity of the project.

BSK Annual Report Highlights. The following sub-sections provide highlights from the 2018 BSK Annual Report. A comprehensive list of BSK investments, which is searchable by council district, is also available online.¹⁸

Invest Early Allocation Highlights. In 2018, “Investing Early” expended $22.9 million to support 139 new and continuing programs. Among the 2018 achievements noted in the BSK Annual Report for this BSK Levy allocation, the following were included:

- More than 67,000 people accessed critical health services through BSK funded Health Services Programs. Managed by Public Health - Seattle & King County, these programs play a foundational role in BSK strategies for prenatal to age five — and support healthy outcomes at all ages.
- 94 percent of hepatitis B-positive pregnant people in the Perinatal Hepatitis B Prevention Program enrolled before giving birth, compared with 52 percent in 2017 (roughly an 81 percent increase). Furthermore, 100 percent of the babies enrolled in the Perinatal Hepatitis B Prevention Program who were tested in 2017/2018 were negative. The program helps people with hepatitis B protect their newborns from infection by coordinating medical care immediately after birth.
- Support for Infant and Toddlers served 5,157 children and their families, an increase of more than 10 percent from 2017.
- BSK invested $6.7 million in home-based services programs, and more than 1,500 children and families were paired with home visitors who provided trusted, in-home support.
- The families of more than 16,700 children accessed basic necessities, including diapers, clothes, and fresh fruits and vegetables.
- 10,483 people participated in Kaleidoscope Play and Learn groups, an increase of more than 26 percent from 2017.
- Child Care Health Consultation reached 518 child care providers, both at formal child care centers and at informal sites where friends, families, and neighbors are the caregivers.
- In 2018, BSK awarded support to 28 home-based service providers and 10 community-based providers to build their skills in program development and implementation.
- BSK trained 460 providers — representing 15 different languages and 10 different roles (doulas, home visitors, child care providers, and more) — to administer the gold standard screening for developmental progress.

Performance measurements data for the Invest Early Allocation are provided in the report on pages 42 through 50.

Sustain the Gain Allocation Highlights. In 2018, “Sustaining the gain” invested $20.9 million to support 255 new and continuing programs. Among the 2018 achievements noted in the BSK Annual Report for this BSK Levy allocation, the following were included:

- 3,873 youth engaged in programs offered by 32 youth-serving organizations funded by BSK that focus on leadership, development and healthy relationships.
- More than 130 schools collaborated with community partners to provide students with safe, supportive, respectful, and engaging environments that foster success both in school and at home. Additionally, 32 awards were made to schools, school districts, and community based organizations working in schools to support and strengthen trauma-informed and restorative practices.
- Under the Healthy and Safe Environments program, more than 120,000 youth and family members were served across all nine King County districts. BSK invested $1.4 million towards this strategy in 2018. As stated in the report, Healthy and Safe Environments works with community partners to create environments where children, youth, and families have access to healthy food and physical activity, where they are supported in avoiding substance abuse, and where their home is both physically and emotionally safe and secure.
- In 2017, 56 schools in 13 school districts received awards to develop plans to implement Screening, Brief Intervention, and Referral to Services (SBIRT), which is a tool that screens for mental health and substance use. As stated in the report, 41 schools began providing services in 2018.
- Students in Bellevue, Renton and Vashon school districts made 5,732 visits to school-based health centers, which offer confidential medical and mental health services.
- 896 young people enrolled in Stopping the School-to-Prison Pipeline programs. BSK invested $4 million towards this strategy and supported 18 community partners in 2018.

Performance measurements data for Sustain the Gain Allocation are provided in the report on pages 51 through 55.

Communities of Opportunity Highlights. Communities of Opportunity invested $5.3 million in 2018 and engaged with approximately 200 community partners and held over 200 capacity-building, community and workforce development events. Additionally, in 2018, the report highlights that the number of placed-based and cultural partnerships tripled, and approximately 50 organizations collaboratively engaged to advance policy and systems change. A summary list of COO awards and activities, organized by COO strategy area, is provided on pages 36 through 40 of the report.

19 Communities of Opportunity (COO) launched in 2014 through a public-private approach initiated by King County and the Seattle Foundation to address inequities in the county in health, social, racial, housing and economic outcomes by focusing on places, learning community, and policies and systems changes.
The report further highlights that 46 organizations collaboratively engaged in a baseline evaluation of COO in 2018.\textsuperscript{21, 22} A complete summary of baseline evaluation findings, including population-level metrics (headline indicators) and partner-level findings, is available online at https://www.cooppartnerships.org/impact. Performance measurements data for COO in 2018 are also provided in the transmitted report on pages 58 through 60.

Youth and Family Homelessness Prevention Initiative (YFHPI) Highlights. The YFHPI invested $3.1 million in 2018 and engaged with 25 community partners. In 2018, the YFHPI assisted more than 5,700 people— including 1,571 families and 352 unaccompanied youth (ages 18 to 24).\textsuperscript{23} According to the transmitted materials, more than 60 percent of persons served were persons of color, consistent with data in the HMIS (Homeless Management Information System) that show people of color are at disproportionate risk of experiencing homelessness. Furthermore, more than half of persons served by the YFHPI in 2018 were children under the age of 18. Performance measurements data for the YFHPI are provided in the annual report on page 56.

Among the achievements noted in the transmitted materials for this BSK Levy allocation, the following were included:

- 94% of clients serviced stayed in housing and did not enter the Homelessness Management Information System (HMIS).
- 21% of households resolved their housing crisis through case management and other services.
- Average household assistance to households receiving assistance in 2018 was approximately $1,900.

As further highlighted, YFHPI staff met with community consultants in fall 2018 to assemble a team to learn why homelessness continues to disproportionately impact black and African American households at a disproportionate rate, and to develop better interventions to assist those households. Additional details and updates are to be included in the 2019 BSK Annual Report.

Additionally, the transmitted materials note that the United Way of King County reached out to the YFHPI to provide prevention services at the UWKC Family Resource Exchange (FRE). The YFHPI has, as of the writing of the report, collaborated in four FRE events, and the county has been engaging with other funders to look at other ways

\textsuperscript{21} Communities of Opportunity launched a baseline evaluation in 2018 to, in part, assess progress on performance measures, conducted by a multidisciplinary evaluation team working closely with community partners. Additionally, an Evaluation Advisory Group was created to advise COO throughout the baseline evaluation process.

\textsuperscript{22} According to Executive staff, the baseline evaluation, completed in 2018, was funded by the Seattle Foundation, with on-going evaluation activities to be funded by BSK (with in-kind support from the Seattle Foundation).

\textsuperscript{23} The most recent Count Us In 2019 data show a 52 percent decrease (compared to 2018 data) in the number of unaccompanied youth under 18 experiencing homelessness, and a 28 percent decrease in the number of youth and young adults ages 18 to 24. [2019 Seattle/King County Count Us In Report: http://allhomekc.org/wp-content/uploads/2019/07/Updated-7.11-King-County-Report.pdf].
all needs in homelessness prevention (beyond the YFHPi’s target populations of youth and families) could be available at future FRE events. Consequently, the report indicates that such funders have established a Homelessness Prevention and Shallow Rent Subsidy Leadership Team that meets monthly and is working to create a prevention system to meet the needs of the majority of households for whom homelessness could be avoided. Further details and updates are to be included in the 2019 BSK Annual Report.

**YFHPi Independent Evaluation Report.** Per the BSK Implementation Plan, the transmitted materials include a report on an independent evaluation (evaluation report) of the YFHPi. Using a randomized-control trial (RCT), the evaluation report explains that this evaluation design will allow testing of the hypothesis that the case management aspect of the YFHPi program is key to preventing homelessness and promoting long-term stability (compared to financial assistance alone). The county joined with the Wilson Sheehan Lab for Economic Opportunities (LEO) on the evaluation’s design.24

As described in the evaluation report, the evaluation design entails two study groups: one group receiving case management plus access to flexible funds (standard YFHPi services) and another group receiving flexible assistance with minimal case management to verify financial need and process funding. Enrollment into the randomized-control trial (RCT) began in May 2018 and, according to the report, is on track to conclude with 600 participants at the end of October 2019, with data to be collected for 12 months before the final analysis begins.

It is important to note that participation in the RCT is not required to receive YFHPi services. Additional details regarding evaluation design, RCT enrollment process and study population at baseline are provided on pages 22 through 24 of the evaluation report. According to the report, all YFHPi case managers have participated in at least one in-person training provided by the research team and have been provided with extensive guides to reference during the study enrollment process.

The report notes that LEO will be measuring the extent to which clients who have access to case management will have lower usage of homelessness services as well as better economic, health, criminal justice and other stability-related outcomes (subject to obtaining data access permission from DSHS, the state Institutional Review Board and applicable agencies). Important to note, the study will measure the average differences between those enrolled in the two interventions but will not analyze or publish individual results. In other words, the study will only analyze and publish outcomes in aggregate. Table 3 on page 25 of the report shows data being collected on the financial assistance and case management services provided to both groups.

This study, as highlighted in the report, will be the first to compare financial assistance to a program that combines financial assistance with a comprehensive case management element, and will also be the largest randomized homelessness prevention evaluation to date. As noted in the report, there have been few rigorous studies on preventing homelessness for families at imminent risk of homelessness.

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24 The LEO is a collaborative research center in the Department of Economics at the University of Notre Dame.
In terms of next steps for the evaluation, the report indicates that the YFHPI and research team will continue to support case managers with training and technical assistance as study enrollment continues, and the research team will continue this year to work with the Research and Data Analysis Division of the Washington State Department of Social and Health Services to obtain data access permission from the Washington State Institutional Review Board (IRB) and agencies holding administrative records on behavioral health, criminal justice, healthcare, employment, public benefit and child welfare outcomes. In sum, the report states that work will continue in 2019 toward achieving full enrollment and proceeding with the independent evaluation. As further stated, the study will look at outcomes at 6, 12 and 24 months after study enrollment, and a final report at the conclusion of the study will include all outcomes through 24 months of follow-up.

INVITED:

• Sheila Capestany, Division Director, Children, Youth and Young Adults, and Strategic Advisor for Children and Youth, King County Department of Community and Human Services
• Andréa Akita, Director, Communities of Opportunity, Public Health - Seattle & King County

ATTACHMENTS:

1. Proposed Motion 2019-0239
   a. Attachment A: Best Starts for Kids 2018 Annual Report
3. Transmittal Letter
A MOTION accepting the third annual report on the best starts for kids initiative, in accordance with Attachment A to Ordinance 18373.

WHEREAS, Ordinance 18088, providing for the submission of the best starts for kids levy to the qualified electors of King County, was adopted by the metropolitan King County council on July 20, 2015, and signed by the executive on July 23, 2015, and

WHEREAS, King County voters approved King County Proposition No. 1 on November 3, 2015, authorizing a six-year property tax levy lid lift for the purpose of funding prevention and early intervention strategies to improve the health and well-being of children, youth and their communities, and

WHEREAS, on June 1, 2016, in accordance with Ordinance 18088, the executive transmitted to the council for review and approval an implementation plan that identified the strategies to be funded and outcomes to be achieved with the use of levy proceeds described in Ordinance 18088, Section 5.C., and

WHEREAS, on September 19, 2016, the council adopted Ordinance 18373, which approved the Best Starts for Kids Implementation Plan, and Ordinance 18373 was signed by the executive on September 27, 2016, and

WHEREAS, the implementation plan requires an annual report describing the
programs funded and outcomes for the children, youth, families and young adults served
be transmitted to the council, with the first report due by one year after the effective date
of Ordinance 18373, and additional yearly reports due no later than June 1 of each year
through 2021, and
WHEREAS, the third annual report, entitled 2018 Best Starts for Kids Annual
Report, is submitted by the executive;
NOW, THEREFORE, BE IT MOVED by the Council of King County:
The council accepts the third annual report on the best start for kids initiative,
Motion

entitled 2018 Best Starts for Kids Annual Report, Attachment A to this motion, in accordance with Attachment A to Ordinance 18373.

KING COUNTY COUNCIL
KING COUNTY, WASHINGTON

________________________
Rod Dembowski, Chair

ATTEST:

________________________
Melani Pedroza, Clerk of the Council

APPROVED this _____ day of _____________, _____.

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Dow Constantine, County Executive

Attachments: A. Best Starts for Kids 2018 Annual Report
FROM THE KING COUNTY EXECUTIVE

To our King County community,

When I envisioned Best Starts for Kids, I saw a community joining together so that all children and youth have the opportunity to achieve their full potential. In 2018, I had the pleasure of visiting communities and meeting with dedicated professionals who are making that vision a reality every day, across King County.

I spoke with parents and kids who will be prepared to succeed in kindergarten because of the home-visiting services they receive through Best Starts for Kids. I visited a school where students, parents, and school communities are partnering through Best Starts to make sure our schools provide a platform for success in school and life. I visited a nonprofit coffee shop where a Best Starts for Kids grant brought a community together to create a safe, healthy place for young people to connect.

These are just a few examples of the progress we’ve made in 2018. Together, we are delivering on the promise I made to the people of King County to put every baby born and every child raised in King County on a path toward lifelong success. I am proud to share the 2018 Best Starts for Kids Annual Report, which reflects the depth of our commitment to King County’s children, youth, and families.

Thank you to the many King County staff and community partners who have brought my vision for Best Starts for Kids to life. Through your hard work, trusted relationships and expertise, we are promoting healthier, more resilient children, youth and communities.

Sincerely,

Dow Constantine
King County Executive
To our community,

Every child is born full of possibility. When I meet with parents, families, and communities, they share the possibilities they see for our children. They see healthy babies, and families who know where to go to access services. They see young people who have hope and opportunity. They see schools that recognize the potential in all of our children.

For Best Starts for Kids, these possibilities boil down to four words: happy, healthy, safe, and thriving. That is King County’s vision for our kids. Best Starts is King County’s commitment to that vision, to our community, and to the possibility in every child.

At the end of 2018, Best Starts for Kids counted more than 220 community partners. By the time you read this, that number will be even higher. I am proud to share our 2018 annual report, which highlights the work done by all of these collaborators. Together, we are making progress toward a better future for all of our children and youth.

We place the highest value on maintaining trust and transparency with you, and in that spirit, this report provides detailed information on our performance measures, outcomes, and financials in 2018. Performance measures and results from all work funded by Best Starts for Kids are also available on our website (www.kingcounty.gov/BestStarts).

Although the Best Starts initiative is still young, our early investments are already showing measurable impact. Newer investments are still establishing the connections and structure required to deliver. To help you see where each investment is in this process, they are labeled as laying the groundwork, building momentum, or delivering impact. (For detailed definitions of these stages, see page 34.)

To accomplish our vision, we know we also need to strengthen our work across King County. Best Starts for Kids works closely with MIDD and the Veterans, Seniors, and Human Services Levy, expanding that continuum of services to include the county’s youngest residents. These three initiatives represent a collective intention to make our county a place where everyone can thrive.

Finally, I would like to express my gratitude to department directors Leo Flor and Patty Hayes, as well as to our Children and Youth Advisory Board, for their consistent commitment and leadership.

Sincerely,

Sheila Capestany
King County Strategic Advisor for Children and Youth
Director, Children, Youth and Youth Adults Division

Photo: Hannah Johnson
King County is thriving.

We live in one of the largest and most diverse counties in the United States. Our population has grown from 1.5 million residents in 1990 to more than 2.1 million in 2018.

This is a time of transformation, with the potential to benefit everyone who lives here. Yet from neighborhood to neighborhood, and across economic and racial groups, access to safe and affordable housing, health, and economic opportunity varies widely.

King County’s three flagship initiatives — Best Starts for Kids, the Veterans, Seniors, and Human Services Levy, and the MIDD behavioral health initiative — reflect a conscious decision by King County residents and elected officials to take action toward equity and opportunity for all. Building on the resilience, commitment, and compassion of everyone who lives here, the three initiatives bring King County communities together to achieve impact on a greater scale than any could alone.

Through Best Starts for Kids, the Veterans, Seniors, and Human Services Levy, and MIDD, *King County is working to make this a welcoming community where every person can thrive.*

Giving King County’s kids the best start in life

Best Starts for Kids strengthens families and communities so that babies are born healthy, children thrive and establish a strong foundation for life, and young people grow into happy, healthy adults. Best Starts focuses on promoting opportunities for kids to grow up healthy and happy, decreasing factors that prevent kids from establishing a strong foundation in life, and intervening early when kids and families need more support.

Best Starts for Kids is designed to grow, adapt, and change with King County’s rapidly changing communities. In 2018, investments ranged from established programs that are delivering impact today to pilot projects that are laying the groundwork for future success. Best Starts is supporting more than 400 programs across King County.

By listening to community needs, and investing in community strengths, Best Starts is helping transform King County into a place where everyone can thrive.

“Best Starts for Kids matters. This initiative creates opportunities, changes systems, and influences policies to ensure that King County youth and families are thriving, safe, productive, and joyful — now and in the future.

— Brian Saelens, Co-Chair, Children and Youth Advisory Board
Through a mutual friend, Rachel met Omar, a peer connector. This Best Starts for Kids–funded program supports young people ages 16 to 24 who have not finished high school, as well as those who have graduated but are unsure about the next steps. Rachel recounts her experience to claim her ambition.

I went back to school for my son Prince Anthony. I wanted to be a good example for him. I just really want him to do what he loves — be proud of who he is and not let anybody tell him that he can’t.

I’ve always wanted to finish school, but the way my life was set up, I wasn’t on that route. When I did decide to go back, I really wanted to bring Prince Anthony with me. I didn’t want to leave him at home. Then I met Omar. I explained to him what I needed. He started looking for GED programs that I could qualify for and found Southwest Youth and Family Services. It was perfect because they had child care on site.

Going back to school was such an awesome experience. Teachers made me feel like I belonged, and they understood that I have a son and things to do at home. I could text or FaceTime, and they would say, “Rachel, you got this.” And it was amazing to bring Prince with me ... having him there with me just made it a whole lot easier.

All along the way, Omar was supporting and encouraging me. Three months later, I finished my test. It felt amazing! I didn’t know if I should get a tattoo, if I should get a piercing, or if I should cry.

If I hadn’t decided to go back to school, I would probably still be a stay-at-home mom. I felt shame that I hadn’t finished school. Now, I feel super proud, my parents are proud. My dad is so excited, my family is going to have a big party for me.

Now that I finished my GED, I see a whole lot of opportunities. College is possible. And now that I’m a mom, I have responsibilities. I decided that I’d try to get my GED, because I wanted my son to be able to say: “My mom did it. I can do it.”

A peer connector and a personal connection

I connected with Rachel because I know that if my mom had the accessibility and all these different programs that we have today she would’ve wanted to get her GED. Through our program, I could help Rachel find the option that she wanted. We try to really do the best fit choice; we want to do the thing that’s going to be productive and make a change.”
Best Starts for Kids 2018

Best Starts for Kids builds on the strengths of families and communities so that babies are born healthy, children thrive and establish a strong foundation for life, and young people grow into happy, healthy adults. In 2018, Best Starts for Kids moved fully into implementation and invested $103.1 million in community-based projects.

Best Starts meets King County residents wherever they are, at every stage of life.

Considered the most comprehensive approach to child development in the nation, Best Starts partners with families and communities at every stage of life, and every stage of care: from new moms to grandparents, from infants to teens.

When we empower caregivers and communities to help their kids have the best possible start ...

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Babies are born healthy and given the foundation for a happy, healthy life.

People have equitable opportunities to be safe, healthy, and thriving.

Communities offer safe and welcoming environments for their kids.

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In 2018, our investments served children, strengthened communities, and delivered impact.

**Investing early:** Building a robust system of support for pregnant and parenting families, infants, very young children, and caregivers that meets people where they are — at home, in the community, and wherever children are cared for.

$22.9 million invested

**Sustaining the gain:** Ensuring progress continues with school- and community-based opportunities to learn, grow, and develop through childhood and adolescence and into adulthood.

$20.9 million invested

**Communities matter:** Supporting communities as they build safe, thriving places for children to grow up.

$5.3 million invested

**Homelessness prevention:** Complementing state and city efforts to prevent and reduce homelessness by focusing on what each family needs to stay stably housed.

$3.1 million invested

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Photo: Danielle Elliott
INVESTING EARLY: 2018 HIGHLIGHTS

• Home visitors offered trusted, in-home support to the families of more than 1,500 children.
• Early Support for Infants and Toddlers served 5,157 children and their families — an increase of more than 10 percent from 2017.
• 518 child care providers had access to advice from nurses, mental health specialists, and other health professionals.

SUSTAINING THE GAIN: 2018 HIGHLIGHTS

• More than 130 schools and community partners worked to give students the best possible foundation for success in school and life.
• 896 young people enrolled in programs that helped them advance from school to life success.
• 1,437 youth and young adults took action toward finishing high school, going to college, or starting a career.

COMMUNITIES MATTER: 2018 HIGHLIGHTS

• The number of place-based and cultural community partnerships tripled.
• 50 organizations worked together to advance policy and systems change.
• 264 community members took on leadership positions within communities and our region, including 85 youth.

HOMELESSNESS PREVENTION: 2018 HIGHLIGHTS

• The Youth and Family Homelessness Prevention Initiative has reached 7,134 people since 2017.
• Homelessness dropped 7 percent among families with youth and 22 percent among unaccompanied youth, according to the 2018 Count Us In report.
• Ninety-four percent of those who have participated in the program are still stably housed.

2018 PROGRESS

$52.7M invested
220+ community partners
400+ new and continuing programs
1,355+ hours of technical assistance leveraged by communities
16,700+ children accessed food and supplies
3,870+ young people took part in youth development programs
1,920+ families and young people stayed housed

Outcomes from all work funded through Best Starts for Kids are available at www.kingcounty.gov/BestStarts.
Growing, learning, and thriving together

The community partners highlighted below give a sense of the breadth of programming supported by Best Starts for Kids funding across King County.

A. **City of Shoreline**
   Giving teens access to behavioral health services through youth-friendly drop-in programs, with a special focus on youth leadership.
   (King County Council District 1)

B. **Wonderland Child and Family Services**
   Offering resources and support to parents and caregivers to provide everyday learning opportunities to children with developmental delays or disabilities.
   (King County Council District 1)

C. **Rainier Beach Action Coalition**
   Empowering youth through leadership to foster self-confidence, team work, independence and courage.
   (King County Council District 2)

D. **United Indians of All Tribes**
   Providing support to Urban American Indians/Alaska Natives and Native Hawaiians while strengthening bonds between Native Fathers and their children, partners, and community.
   (King County Council District 2)

E. **Snoqualmie Valley School District and Snoqualmie Valley Community Network**
   Training at Two Rivers High School and Snoqualmie/North Bend Police Department in restorative practices, relationship-building, and support for youth affected by trauma.
   (King County Council District 3)

F. **Encompass Northwest**
   Providing child care health group trainings and health consultations with nurses, behavioral health specialists and and other providers to licensed and informal child care providers.
   (King County Council District 3)

G. **Interim Community Development**
   Supporting stability and financial resilience among youth and families at imminent risk of homelessness.
   (King County Council District 4)

H. **Swedish Health Services & Sound**
   Engaging with students, parents, and community members to reduce substance abuse among high schoolers.
   (King County Council District 4)

I. **Community Network Council**
   Supporting Black youth to succeed academically and socially through one-on-one coaching for students and their parents.
   (King County Council District 5)

J. **Centro Rendu of St. Vincent DePaul and Catholic Community Services**
   Providing culturally and linguistically responsive caregiver tools, case management, and parent support to Latinx families in the home.
   (King County Council District 5)

K. **Eastside Baby Corner**
   Distributing diapers, clothing, and food to community organizations that work directly with children and families.
   (King County Council District 6)

L. **Lake Washington School District**
   Planning for screening and brief intervention implementation in middle schools.
   (King County Council District 6)
Empowering Youth & Families Outreach
Providing high-quality before-school, after-school, and summer programs, with a focus on STEM, for middle and elementary school youth.
(King County Council District 7)

Birth to Three Developmental Center
Running Spanish speaking Kaleidoscope Play and Learn Groups to support parents and "family, friend, and neighbor" caregivers' engagement with the children in their care.
(King County Council District 8)

White Center Community Development Association
Building youth leadership, community voice, and community ownership to prevent displacement of residents and multicultural businesses.
(King County Council District 8)

Vashon Youth & Family Services
Working with child care providers on Vashon Island to improve safety, promote healthy food and physical activity, and limit exposure to toxic substances.
(King County Council District 9)

Greater Maple Valley Community Center
Providing development opportunities for youth who live in rural and suburban communities.
(King County Council District 9)

J.J. Smith Birth to 5 Center and Nexus Youth and Family, Sound Discipline and Children's Therapy Center
Supporting relationship-building among schools, districts, students and families to improve school culture and climate for all students.
(King County Council District 9)
When babies are born healthy and given a strong foundation for lifelong health and well-being ...
... they grow into kids with the best chance to learn and to thrive.

“We can make a big difference in the classroom.”

Whether they work at a center, are based at home, are informal caregivers, or are in a preschool classroom, King County’s child care providers are dedicated to the healthy development and school readiness of all the children in their care. The Child Care Health Consultation program offers free consultation with public health nurses and other specialists in health education and child development. Last year, more than 500 child care providers and caregivers participated.

In August of 2018, right before the start of the school year, Megan Walsh, a behavioral health manager, and Caitlin Young, a public health nurse, visited a child care center in Snoqualmie to offer training for teachers on working with children with challenging behaviors.

In November, Caitlin received a request to visit one of the classrooms at the center, where multiple children were acting out. She visited the classroom several times, offering the teacher support and helping guide children’s behavior. “We work with the teacher to look beyond the behavior,” says Megan. “By addressing the need underneath, we can make a big difference in the classroom.”

In February of 2019, the center reached out again. Z — an adorable little boy with an irresistible grin — was struggling to play with his friends without conflict. Together, Caitlin and Megan developed a plan to offer in-classroom support. They also talked with Z’s parents about his development and how to best support him at home.

“Many of our families are working families,” says Caitlin. “They struggle to get to therapy sessions before or after school. The best way to support them is to integrate therapy in the classroom. We get the work done here.”

As part of her partnership with the center, Caitlin helped prepare for the launch of regular developmental screening. That means kids will get support early so they can grow up secure, healthy, and confident.

Many of the in-home centers are isolated, and the caregivers are challenged by children’s behaviors. “Caitlin is a connection for them,” Megan says. “She establishes a relationship with them — so they don’t feel so alone.”
Investing early: from prenatal care to the first day of kindergarten

What does it take to give a family the best chance of having a healthy baby, and a child the best chance at a healthy, happy life?

A strong community, a stable family, and parents and caregivers who have the tools and resources to promote their child’s well-being during the first five years of life, which are critical to neurological, physical, and social development.

In 2018, Best Starts for Kids supported King County’s families and communities in raising healthy, happy children. We invested in programs that address economic, racial, and other inequities, so that parents and caregivers have more opportunities to give their kids the best start in life. And we invested in the strength and resilience of King County’s communities — and in their commitment to the kids who live here.

By investing early, Best Starts for Kids supports communities where:

- Babies are born healthy.
- Children grow up in households where they are safe and cared for.
- Children grow up resilient, curious, and content.
- Children are socially, intellectually, and physically ready for kindergarten, the first step in a lifetime of learning.
- Children flourish and thrive.

**Stages of growth in 2018**

<table>
<thead>
<tr>
<th>Stages</th>
<th>Total Investment</th>
<th>New and Continuing Programs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Delivering impact</td>
<td>$20.9M</td>
<td>139</td>
</tr>
<tr>
<td>Building momentum</td>
<td>$541,191</td>
<td></td>
</tr>
<tr>
<td>Laying the groundwork</td>
<td>$1.5M</td>
<td></td>
</tr>
</tbody>
</table>

**Total investment in 2018**

$22.9M

2018 performance measures and demographic data

For demographic and performance data for all “Investing early” strategies, visit www.kingcounty.gov/BestStarts.

Data highlight: 93% of those served by the Parent-Child Home Program in 2018 are children of color

- American Indian/Alaska Native: 0.4%
- Asian: 14%
- Black/African American: 44%
- Hispanic/Latinx: 29%
- Multi-racial: 5%
- Native Hawaiian/Pacific Islander: 1%
- White non-Hispanic: 7%
- Unknown: 0.4%

(n=1,272)
Help Me Grow

How do we make it easier for a new mom to find a place where she can take her son to play with other kids while she gets support from other moms? Where can a young dad go to find out whether his daughter should already be talking, walking, or laughing? Help Me Grow connects families and caregivers who have kids under five to community-based programs and services, simplifying how families move between systems of care and promoting healthy child development for all children and families.

In 2018, Best Starts for Kids reached out to national, state, and local partners to begin mapping a strategy to expand Help Me Grow across Washington state. Now, we are working with communities and families to build Help Me Grow in King County, so that families can access the support they need, when, how, and where they need it. When communities, families, and caregivers build Help Me Grow, they can make it work best for them.

Best Starts for Kids is focused on engaging the community, with equity as a cornerstone for all they do. Those values, coupled with all of the great programs they are funding — we are lucky to partner with them to bring Help Me Grow to King County families.”

— Sharon Beaudoin, Chief Strategy Officer, WithinReach

Vroom

“Show your child the world from different points of view. When they’re in your arms, crouch down low or gently lift them up in the air. ‘Look what you can see up here!’ ”

That’s the Space Explorer card from Vroom — a digital resource that equips parents and caregivers to interact with children in ways that promote curiosity and exploration. Vroom makes it easy for busy, working families to help their children develop literacy, math skills, self-control, and more, with tools and tips to build relationships and brain development. It helps ensure that families and caregivers get the resources they need, including within all Best Starts for Kids programs.

Communities in King County are using funding from Best Starts for Kids to offer the Vroom tool to families, caregivers, and child care sites. In 2018, Best Starts partners worked closely with community members to gather feedback on accessibility of Vroom, using what they learned to build culturally responsive strategies.
For example, one community uses the Vroom tool in training with child care providers, who share what they learn with parents, reinforcing activities that the parents are doing at home to support brain development and school readiness.

Thanks to this community-driven approach, training and adoption of Vroom is moving forward even more quickly than expected. The first two organizations funded as champions for the tool have reached 134 people in Somali and Latinx communities, identified through community feedback as priorities for the pilot program. More than 58 community leaders have been trained as experts in the tool, and 79 parents have begun using it with their children.

Public Health Programs

For families who are grappling with income, food, or housing instability, public health services are a cornerstone of support. King County’s Public Health Programs have dramatically increased their reach over the past three years, thanks to funding from the community through Best Starts for Kids.

Managed by Public Health - Seattle & King County, these programs play a foundational role in Best Starts for Kids strategies for prenatal to age five — and support healthy outcomes at all ages.

2018 outcomes

- More than 17,000 people received preventive health and education services at a local center, at home, or wherever they felt secure or were connected to critical social services — increasing the number of babies who are born healthy and stay that way.
- More than 45,000 people purchased more than $27 million in healthy, affordable food through the Special Supplemental Nutrition Program for Women, Infants, and Children (WIC).

100% of the babies enrolled in the Perinatal Hepatitis B Prevention Program who were tested in 2017/2018 were negative for hepatitis B.

- More than 67,000 people accessed critical health services

Delivering impact

$9.1M invested in 2018

- 94 percent of hepatitis B–positive pregnant people in the Perinatal Hepatitis B Prevention Program enrolled before giving birth, compared with 52 percent in 2017. The program helps people with hepatitis B protect their newborns from infection by coordinating medical care immediately after birth.
- More than 869 families teamed up with registered nurses who regularly visit them at home to help them raise happy, healthy children.
- More than 5,000 people, including teenagers, accessed reproductive health services through King County’s nationally recognized Family Planning Program. These services and sexual health education help prevent unintended pregnancies and sexually transmitted infections, including the virus that causes cervical cancer.
- 197 children were linked to health services and housing through a program for families housed in shelters who have significant health needs.
Home-Based Services

Through home-based services, families with new babies gain access to home visitors — a nurse, a doula, or a trained community member — who can be a resource for the family throughout the first years of a child’s life. During this time, home visitors meet families at home or another safe space and offer a stable and trusted source of support. Home visitors develop relationships with multiple members of the family. They help families navigate the changes that come with a new baby and provide services that help the family nurture their child’s development and maintain housing and other stability.

Home visiting is not one-size-fits-all. To ensure programs meet the needs of King County’s communities, Best Starts for Kids balances funding across different types of models. Evidence-based and evidence-informed home visiting models have undergone formal scientific evaluations. Community-designed models are supported by direct community experience and are culturally responsive to the communities where they’re practiced.

More than 1,500 children paired with home visitors who provide trusted support to their families

Delivering impact + laying the groundwork

$6.7M invested in 2018
36 community partners

2018 outcomes

- **287 families** participated in more than **3,000 visits from home visitors** through a range of evidence-based and evidence-informed models.
- **82 percent of eligible children** received recommended developmental assessments, the first step to promote healthy development and identify issues early.
- Through a partnership with United Way and the City of Seattle, Parent–Child Home Program, expanded its reach dramatically. The program made more than **52,000 visits to 1,272 children**. Forty-four percent of children served identified as black/African-American, and **29 percent identified as Latinx**.

What’s **your story**?

Programs designed by communities are uniquely equipped to meet community needs. One example: Sheeko, Sheeko, Sheeko Xariira (meaning “story story, what’s the story” in Somali) uses an oral storytelling activity to help Somali moms ready their children for school. “Sheeko, sheeko,” says the mother; “sheeko xariir,” the child responds, and together they build a story. By hiring staff who are culturally and linguistically matched to families, the pilot program fills a critical need in the Somali community for culturally competent home visits and support for parents and families of young children.
Community-Based Parenting and Peer Supports

Through Community-Based Parenting and Peer Supports, Best Starts for Kids funds community-based agencies and organizations, helping them support families with everything from food to information on child development. These investments are culturally appropriate for the communities they serve, which is especially important for sensitive services like support for breastfeeding. By standing behind these existing networks of support, King County leverages the strength of its communities and ensures they can act on their care for the kids and families who live here.

2018 outcomes

- The families of more than 16,700 children accessed basic necessities, including diapers, clothes, and fresh fruits and vegetables, from King County agencies funded through Best Starts for Kids.
- 10,483 people participated in Kaleidoscope Play and Learn groups, an increase of more than 26 percent from last year. These groups give families a place to play, support, and learn together. Groups led by facilitators who speak Somali, Hindi, Russian, Arabic, Indian, Spanish, or Vietnamese offer unique social and peer support for families whose primary language is not English.
- Nine agencies that provide culturally responsive services to their communities received funding from Best Starts for Kids to create a program that offers peer-to-peer support for caregivers.

Among Kaleidoscope Play and Learn participants:

- 80% of caregivers said they had a better understanding of their role in kindergarten readiness
- 80% said they spent more time reading, looking at books, and telling stories with the children in their care
- 88% of caregivers said they felt more supported by their community

Developmental Promotion

Children reach developmental milestones in their own way and at their own pace. Through Best Starts for Kids, King County communities are strengthening screening that identifies developmental delays early, when children’s brains are most capable of changing — and training child development professionals to respond with services and support that are right for the child.

These programs ensure that children receive the support they need along the way, and that all families are able to celebrate milestones with their kids.
2018 outcomes

- **460 professionals** (doulas, home visitors, child care providers, and others) increased their skills in screening and **49 agencies** added screening materials to their toolkits. This capacity is critical as King County moves toward universal screening to reach all kids.

- Best Starts for Kids funded an analysis of infant, early childhood, and family mental health efforts in King County, the basis for a comprehensive strategy for social and emotional support.

- Best Starts supported the expansion of Early Support for Infants and Toddlers, which provides early intervention for young children with developmental delays. The need for Early Support is increasing as screening improves and identifies more children who can benefit from such services.

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**Child Care Health Consultation**

Child care providers are absolutely critical to the health and well-being of kids in our communities. They are highly driven to provide a safe and healthy setting for the children in their care — but they don’t always know where to go for recommendations and resources.

Child Care Health Consultation puts the resources of nurses, nutritionists, and child health specialists at the fingertips of both formal (child care centers) and informal (family, friends, and neighbors) child care providers across King County. Working out of local, community-based organizations, these specialists:

- Coach providers on how to review health policies, records, and plans for kids, which can increase the number of kids getting the vaccines they need.
- Support healthy practices like handwashing, which can decrease the number of days kids are sick and can’t attend child care.
- Provide support around behavioral challenges and classroom management, which can decrease the number of kids who are expelled from child care.
- Increase child care provider confidence and competency, which can result in behavior changes like improved safe sleep practices.

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**Early Support for Infants and Toddlers** provides early intervention services for children birth to age three and their families, blending federal, state, and Best Starts for Kids funding. In 2018, Early Support for Infants and Toddlers:

- **Served 5,157** children and their families in King County, an increase of **more than 10 percent** from 2017.

- Contracted with **13 community-based organizations** with a countywide reach to provide early support services.

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**2018 outcomes**

- **518 child care providers** served countywide
  **Delivering impact + building momentum**
  **$1.6M** invested in 2018
  **7 community partners**

Child Care Health Consultation is already reaching **518 child care providers**, both at formal child care services and at informal sites where friends, families, and neighbors are the caregivers. And through Best Starts for Kids, King County communities will develop a plan for introducing a comprehensive, countywide system within the next three years.

“Through Child Care Health Consultation, we have begun a much deeper dive into the communities we serve — Ethiopian, Eritrean, Somali, Oromo, African-American — and are beginning to support providers in voicing their needs and telling us how to support them so they can provide safe and quality environments for children in their care.”

—Child Care Health Consultation partner
Workforce Development

Through Best Starts for Kids, professionals who work with young children and their families — from early childhood educators to nurses and doulas to parent educators — have significantly greater opportunities for ongoing training and professional development. In 2018, Best Starts identified a first cohort of 11 workforce partners in diverse roles, locations, and communities to receive tailored training and support on themes ranging from healthy child development to racial equity to early childhood mental health.

Innovation Fund

The Best Starts for Kids Innovation Fund fuels innovation by kick-starting community-designed programs and approaches. Innovation Fund projects support projects that meet community-identified priorities and are designed with community voice. These innovations draw on the skills and strengths of the community itself to meet its unique needs.

In 2018, Best Starts awarded Innovation Fund grants to 13 community partners across King County. Projects range from new early learning programs and resources designed to reflect specific language and cultural communities to new partnerships designed to change the way systems can work together to benefit families. Examples include:

- The South Seattle Women’s Health Foundation is changing how health care providers work together to provide prenatal and postpartum care, especially to immigrant and refugee families and families of color. A collaborative care model will bring midwives, doulas, lactation consultants, and physicians together to provide comprehensive support to individuals both before and after birth. The model is effective in preventing complications of pregnancy and childbirth, including low birth weight and the need for caesarean sections.
- North Seattle College is improving access to education for child care providers who reflect children across King County. The project will serve more than 160 educators, with the potential to reach more than 2,400 early learners every year across the county.
- Eastside Pathways in East King County is connecting families in Latinx communities with bilingual, bicultural community members who can help them access early learning and child development services. For many families, these early learning facilitators are the only option that reflects their culture, language, and needs. The facilitators, together with families, will inform other early learning health and resource providers in the community to improve the quality of care they provide to Latinx families.
Best Starts for Kids links communities across King County.

We help our partners gain the expertise they need to succeed.

In 2018, Best Starts awarded support to 28 home-based service providers and 10 community-based providers to build their skills in program development and implementation.

We work to reduce the disproportionate impact of toxicants on marginalized children.

Best Starts for Kids reduces the health and developmental impact of exposure to lead and other toxicants by leveraging opportunities across multiple strategies:

- Disseminating information across eight language groups through our network of community partners.
- Integrating toxicants education into programs that support child and home-based care providers.
- Strengthening reporting and testing in the health care system.
- Ensuring children who are exposed are connected to the developmental services they need.

We ensure that all providers who partner with us can share the responsibility for developmental screening.

Best Starts for Kids trained 460 providers — representing 15 different languages and 10 different roles (doulas, home visitors, child care providers, and more) — to administer the gold standard screening for developmental progress.
When kids have equitable opportunities to be safe and healthy as they grow from children to adults ...
... they thrive — and help shape a stronger King County.

“I want you guys to know that you’re incredible, that you’re leaders.”

Provided in partnership with School’s Out Washington, Out of School Time gives kids and teens the support they need to take their education and future into their own hands. Students have access to mentoring, tutoring, and afterschool and summer classes, from STEM to dance to college prep.

Empowering Youth and Families Outreach, an Out of School Time partner, recently expanded to Federal Way. Best Starts for Kids funding is helping fill a gap for families of color with school-aged children.

Ten-year-old Daiya has been part of Empowering Youth and Families Outreach since she was six. Because Empowering Youth and Families Outreach is led by people of color, her teachers and mentors are a cultural fit, creating a safe space where she and other students can succeed.

“Cooking class is super fun. We walk up to the community garden to get vegetables for the stuff we were going to make. We learn healthy stuff can be good, and how to cook it. [And the staff] acts like me. They talk like me. If you’re in an environment with people who are only kind of like you, you feel lost. At [Empowering Youth and Families Outreach], we learn how to stand up for ourselves.”

Daiya’s mother, Naquiai, has watched her daughter’s transformation. Naquiai works full time but used to drive to Seattle twice a week so Daiya could participate. Now, the program is only 15 minutes from home.

“The existing local programs were not affordable. And they were not very diverse. Our kids need to see people they can relate to. They need to see themselves ... and think ‘I can do that.’ [The teachers and mentors] really invest in your child, and in trying to help your child grow and mature. You’re not going to find that in most organizations. Daiya is more open, advocating for herself. She’s learned to express herself better. She’s a lot more outgoing. She’s more explorative. Just to see her face when I drop her off or I pick her up — it’s always good.”

Program manager Ashleigh knows how important Out of School Time is for students in her community.

“Because the program is in a non-academic space, it’s a safe space. It gives kids success in an environment where they’re often not able to experience success. It instills so much confidence, so much pride. It’s instilling in them skills that no one can take away, no matter where they go.”

To the kids, she says, “I want you guys to know that you’re incredible.”
**Sustaining the gain:** from kindergarten through college and career

Children who are given a strong start in life have the foundation to grow into healthy and resilient adults. Our communities care deeply and work tirelessly to promote and protect young people, ensuring they have the support they need to thrive. Whenever possible, Best Starts for Kids invites young people to participate in planning and decision-making and supports their contributions as leaders — not just in the future, but right now.

Best Starts for Kids builds on King County's investment in children under five by supporting communities in creating healthy and safe environments for youth, strengthening connections between teens and their families and communities, and helping young adults successfully transition through high school and into college or a career.

- **Delivering impact:** $16.6M
  - American Indian/Alaska Native: 2%
  - Asian: 7%
  - Black/African American: 32%
  - Hispanic/Latinx: 26%
  - Multi-racial: 18%
  - Native Hawaiian/Pacific Islander: 2%
  - White non-Hispanic: 10%
  - Unknown: 4%
  (n=217)

- **Building momentum:** $3.9M
  - Laying the groundwork: $412K

- **Total investment in 2018:** $20.9M

- **New and continuing programs:** 255

By sustaining early gains, Best Starts for Kids supports communities where:

- Children learn math and reading skills that prepare them for a lifetime of success.
- Children and teens have the support to grow up curious, resilient, and confident.
- Children and teens graduate high school with their peers and go on to college or a career.
- Children, teens, and young adults are healthy and strong — and empowered to make healthy decisions about substance and alcohol use.
- Children grow into thriving teens, and teens grow into thriving adults.

**Stages of growth in 2018**

**2018 performance measures and demographic data**

For demographic and performance data for all "Sustaining the gain" strategies, visit [www.kingcounty.gov/BestStarts](http://www.kingcounty.gov/BestStarts).

**Data highlight:** 85% of youth who reengaged in school or employment through Peer Connectors in 2018 are youth of color.
Youth Development

Through Best Starts for Kids, schools and community centers provide leadership and development opportunities for teens and young adults throughout King County. This effort spans a vast array of programs, ranging from arts, music, and STEM (science, technology, engineering, and math) to youth advocacy and civic engagement. Communities value these programs highly and have shown immense creativity and commitment to ensure teens and young adults have access, in one case, contracting a private shuttle bus to take students home after dark.

The programs within this strategy continue to grow and to build their capacity, developing ongoing partnerships with other organizations and communities, expanding their reach, seeking ways to be accessible to youth, and hiring new staff. These processes are complex and take time to accomplish — because they are strengthening the infrastructure of our county and our communities from the inside out.

2018 outcomes

- **3,873 youth** engaged in programs supporting leadership, development, and healthy relationships.
  - One example is STEMPaths, which pairs girls of color with professionals of color for immersive STEM and arts experiences, and leadership programs that put teens in the driver’s seat for civic engagement, education reform, and community organizing opportunities across King County.

- Schools in Renton, Federal Way, Auburn, Kent, Des Moines, and South Seattle offered teens the chance to work with peers and coaches to build self-confidence, well-being, and a sense of belonging. These high-demand programs engage teens to support each other and their communities on issues as diverse as dating violence, homelessness, and elder care.

Our graduation rate this year was a major success. All of the youth who were eligible (high school seniors) graduated from high school this year — a 100% graduation rate!”

— Youth Development partner

School Partnerships

At their best, schools can be a point of stability and support for students and families. And all children, teens, and young adults deserve a school environment that is safe, supportive, respectful, and engaging.

Best Starts for Kids supports partnerships between schools, school districts, community-based organizations, young people, and families that ensure students feel safe, supported, and respected at school; promote trusting and consistent relationships; and deliver high levels of support so students can achieve and lead.

More than 130 schools and community partners working to give students the best possible foundation for success

2018 outcomes

- **32 awards** were made to schools, school districts, and community-based organizations working in schools to strengthen trauma-informed and restorative practices. This partnership approach helps schools address the impact of trauma and racism within their walls and systems by adopting more equitable policies and practices and rebuilding trust and security for students and families.
The Trailblazers mentorship program gives students a chance to teach. Last year, Trailblazers participants developed training materials to help educators understand implicit bias; presented on implicit bias and racial trauma at the Black Education Strategy Roundtable; and paired off with younger students to mentor them on grades and a healthy, safe school environment.

- **41 schools** launched school-based screening, brief intervention, and referral to services, a structured approach to promote health and well-being by giving students the opportunity to voice their concerns and find support early.
- Students in Bellevue, Renton, and Vashon school districts made **5,732 visits to school-based health centers**, which offer confidential medical and mental health services on-site at school. This is especially important for kids who have limited access to primary care through other sources.
- **1,569 kids** participated in high-quality Out of School Time opportunities in underserved neighborhoods in just the last four months of the year.

Family and Community Connections

Best Starts for Kids connects families, educators, health professionals, and others working to provide young people with health care, healthy food, and safe and secure places to live, learn, and play. With support from Best Starts, communities are changing policies, sharing skills and best practices, and forging new collaborations that help kids and teens flourish.

Healthy and Safe Environments

Healthy and Safe Environments works with community partners to create healthy and safe environments where children, youth, and families can reach their full potential: where they have access to healthy food and physical activity; where they are supported in avoiding substance use; and where their home is both physically and emotionally safe and secure.

2018 outcomes

- **More than 15,000 young people** gained access to healthy food through new policies adopted by Boys and Girls Club of King County.
- Families visited the Children’s Playgarden **7,125 times**, staying at the South Seattle oasis for inclusive outdoor play for an average of one to three hours each time.

More than 120,000 youth and family members across all nine districts of King County benefited from this strategy

Delivering impact

- $1.4M invested in 2018
- 19 community partners

- **2,293 people** attended training workshops to develop stronger skills and capacity to support health in their communities.
- **78 organizations** engaged in training or technical assistance to ensure that their programs, services, and environments remain safe and accessible to all King County residents — from support in providing inclusive play to children with disabilities to a toolkit that helps providers provide safe spaces for immigrants and refugees.
Seattle Public Schools changed how they respond to drug and alcohol use among students and reduced the duration of suspensions. As a result, kids spent **1,038 additional hours in school**, learning and safe from exposure to unhealthy substances.

El Centro de la Raza supported **50 other organizations** in identifying as sensitive locations (welcoming, friendly, and safe spaces for undocumented immigrant children, youth, and families) or strengthening existing policies that protect undocumented immigrant families.

**Adolescent Immunizations**

The Adolescent Immunization Improvement Partnership brings together health care providers in a coordinated effort to increase vaccine coverage. Vaccines are broadly recognized as one of the most effective health interventions available; avoiding infection has a lifelong impact on health and opportunity. In King County, ensuring that teens and young adults receive the full complement of immunizations can help prevent infection with human papillomavirus (the virus that causes cervical cancer) and other infectious agents. Together, these community leaders are working to create equitable opportunities for young people from all backgrounds.

**Transitions to Adulthood**

Funding from Best Starts for Kids is expanding access to education, job training, and other services for teens and young adults. Communities leverage Best Starts to complement existing efforts — peer support, behavioral health services, and support to complete high school and pursue post-secondary education — that are helping teens and young adults transition successfully to adulthood.

**2018 outcomes**

- **612 young people** engaged with peer connectors from their communities who helped them connect with one of the County's more than 30 education and employment programs for young adults.
- **More than 200 youth** re-engaged with school or employment after engaging with a peer connector.
- **258 young people** accessed behavioral health or other services offered at re-engagement sites across King County to help them maintain stability while they complete post-secondary education.
- **288 young people** enrolled in work-training education programs, and **61 enrolled** in work-training employment programs.
- **219 young people** enrolled in Career Launchpad, a program that provides job readiness training for young people who need to find employment quickly to support themselves or their families. **Seventy-six** of those found employment after completing the program, and **40** were making more than the Washington minimum wage as of the end of 2018.
Stopping the School-to-Prison Pipeline

Through Best Starts for Kids, King County’s communities are helping young people grow into their potential and pursue their aspirations. Teens and young adults who face systemic and institutional racism are more likely to be excluded from higher education and employment and more likely to be pushed into the criminal legal system. Culturally responsive support from their communities — equitable access to resources, partners who can champion their voices, and guidance from people they trust — creates space for them in the pathways from school to life success.

2018 outcomes

- **601 young people** enrolled in programs that link them to relationships, guidance, and resources within their communities. For example, Creative Justice builds relationships between community allies, mentor artists, and youth who are directly involved in the juvenile legal system.

- **23 young people** participated in in-depth mentoring programs. These programs build dedicated, long-term relationships between youth who face systemic racism in the education and legal system and an adult who shares their life experience and can be both a role model and an advocate.

- **193 young people** enrolled in services that help youth connect to resources, a healthy system of support for meeting their goals, and advocates who can champion their voices. These programs help youth with academic challenges, support them in re-engaging with school, and connect them to mental health services, among many other kinds of support.

- **57 young people** involved in the legal system accessed education and legal services through a partnership between Best Starts, the King County Prosecuting Attorney’s Office Truancy Team, Neighborhood House, Reconnect to Opportunity, and Youth Source — increasing the likelihood that they will remain in school and graduate into employment.

- **22 young people** enrolled in Theft 3 and Mall Safety (T3AMS), part of a pilot project at Westfield Southcenter. T3AMS directs young people who make the mistake of shoplifting into mentoring and other support and out of the legal system. Mentors placed at the mall build relationships with teens and preteens who come there often, preventing shoplifting in the first place and keeping T3AMS participation low — the ideal outcome.
Young people are the future leaders of King County. They’re also the leaders of today.

Through Best Starts for Kids, communities have the resources to open opportunities for kids, teens, and young adults to not just experience civic engagement but become civic leaders.

“Students took a six-week tour to 30 urban and rural areas and Native nations throughout the West Coast. The students interviewed more than 60 public servants – from Members of Congress to the Chief Justice of the Yurok Indian Nation, from superintendents of schools to tribal artists and cultural workers.”

— Dr. Roy Wilson, Executive Director, Institute for Community Leadership

“Young people have taken on leadership roles on our Race Equity Committee. They played an instrumental role in soliciting feedback from other young people and our community partners. They continue to show up in spaces in our community as both experts and learners.”

— Paula Carvalho, Director of Youth Programs, The Mockingbird Society

“Our youth advocate for children who have been separated from their families at the border. Our youth are growing in their leadership and advocate for other children because of the support of our Best Starts for Kids–supported programs.”

— Haydee Lavariega, Program Director, Para Los Niños

“Our Youth Leadership Board extends the work of Creative Justice far beyond the numbers of youth enrolled in our programming. Its members speak truth to power, advising and influencing educators, community leaders, and elected officials... Helping youth to understand that the reach of their ideas and labor can go far beyond what they can see motivates and inspires us all to continue the work.”

— Aron Counts, Lead Artist, Creative Justice
When communities have voice and power in the decisions that affect them ...
... then all King County children and families will have opportunities to thrive.

“SUNN envisions an urban Native community that is united in spirit and practice, trusting and compassionate in our relationships, and fully embracing the ancient wisdom and healing that will sustain us for generations.”

Through the Seattle Urban Native Nonprofits Collaborative (SUNN), 14 organizations are working in partnership to improve the health and well-being of the urban Native community across King County. SUNN is the first collaboration of its kind in the Native community in King County. Its members are building on work identified in their 2014 report Together we can lift up the sky: A vision for the urban Indian community. SUNN is focusing their resources and influence to make real change for their community.

SUNN has already brought together community members from across King County. New opportunities for Native professionals and others to come together are fostering collaboration and civic engagement. More than 100 people have already attended SUNN events, strengthening networks and relationships. SUNN has also created a space for smaller organizations to join with larger organizations, amplifying their role in decision-making and their ability to advocate on behalf of the communities they work with.

Collectively, the members of SUNN are working on a shared policy platform to help guide work across the partnerships. SUNN partners are advancing equitable policies to address the needs of urban American Indian/Alaska Natives. For example, Seattle Indian Health Board is educating policymakers about the need for behavioral health services that are accessible and appropriate to the Native community. Chief Seattle Club worked with All Home to address undercounting of Native populations experiencing homelessness during the annual Point-in-Time Count.

Before SUNN, Native-led organizations have had a shared focus — but also faced a scarcity of resources. They were often forced to compete for limited funds and attention. The SUNN Collaborative represents unified public voice that advances equity for all its members and for the Native community throughout our county.

**SUNN MEMBERS**

- Potlatch Fund
- Chief Seattle Club
- Longhouse Media
- Mother Nation
- Na’ah Illahee Fund
- National Urban Indian Family Coalition
- Native Action Network
- Native American Women’s Dialog on Infant Mortality
- Red Eagle Soaring
- Seattle Indian Health Board
- United Indians of All Tribes Foundation
- Urban Native Education Alliance
- Duwamish Tribal Services
- Northwest Justice Project
  - (Native American unit)

*Photo: Erin Murphy*
Communities matter

The most meaningful, just, and sustainable solutions are generated in partnership with communities — who know what they need to thrive.

Best Starts for Kids recognizes that communities matter for children, youth, and families to be healthy and thrive. Best Starts invests in Communities of Opportunity, an initiative that was catalyzed in 2014 by King County and the Seattle Foundation uniting with each other and with communities to address inequity.

Communities of Opportunity is a community-led initiative that promotes leadership; influences changes to institutions, systems, and policies; and seats the base of power within communities, not outside of them.

Race, income, and zip code are still major predictors of how healthy we are and even how long we live. To address these inequities, Communities of Opportunity is working in deep partnership to advance community priorities and tap into community expertise to promote racial, social, and health equity.

By investing in communities and tapping into their strengths:

- Relationships within communities are strengthened, which is critical for community well-being.
- Equity is integrated into policies at all levels: neighborhood, organizational, city, county, and state.
- Children, youth, and families have access to what they need to be healthy and strong.
- Community members have voice to shape solutions that affect them and can express it through civic engagement and leadership.
- Communities of Opportunity builds power in communities over the decisions that affect them most.

Communities of Opportunity focuses on the following community-identified priorities:

- **High-quality affordable housing:** Preserving and developing affordable housing that’s close to transit, jobs, and education.
- **Health:** Access to healthy, affordable food and safe places outside to be physically active, especially for youth.
- **Economic opportunity:** Workforce development that includes local hires, support of new local businesses, and inclusion of King County’s youth.
- **Community connections:** Increased civic participation and engagement, cultural preservation, and access to safe public spaces.

Photo: Susan Fried
Communities of Opportunity

Communities of Opportunity is a network of residents, communities, decision-makers, and funders who believe every community can be a healthy, thriving community — and that equity and racial justice are both necessary and achievable. The initiative is dedicated to promoting racial, health, and economic equity and to transforming how King County’s communities create health and well-being for all.

2018 outcomes

- Through the organizing work of Puget Sound Sage, the Sound Transit Board voted to approve a policy that requires **80 percent** of Sound Transit surplus property to be used for affordable housing.
- Othello Square secured land in the Rainier Valley to develop a facility with **200 mixed-income apartments**, a multicultural center, and a health clinic. The new center will create **350 living-wage jobs**.

**Delivering impact**

$5.3M invested in 2018

200 community partners

- Casa Latina developed and advocated for a Bill of Rights that better protects domestic workers and removes loopholes in employment laws that often exclude them.
- Federal Way Youth Action Team laid the groundwork to expand its work to engage youth of color in policymaking.
- Friends of Little Saigon engaged small family businesses to strengthen Little Saigon in Seattle’s International District as a cultural hub for the larger Vietnamese population.
- Got Green addressed disparities that often keep people of color out of “green economy” internships and careers.

"Our [leadership circles] are setting up the structures and relationships that allow them to become enduring structures for local strategic decision-making, accountability, and power building. We are creating enduring grassroots activist circles of diverse races, faiths & income levels ... we are no longer isolated in our work."

— Communities of Opportunity partner

**COMMUNITIES MATTER SPOTLIGHT**

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>50</td>
<td>organizations partnered to advance policy and systems change.</td>
</tr>
<tr>
<td>275</td>
<td>organizational relationships were strengthened by partners to support progress toward policy and/or systems change.</td>
</tr>
<tr>
<td>200+</td>
<td>capacity-building, community, and workforce development events brought communities together.</td>
</tr>
<tr>
<td>46</td>
<td>organizations participated in a participatory baseline evaluation that brought stakeholders and evaluators together to collaboratively implement the evaluation.</td>
</tr>
<tr>
<td>264</td>
<td>community members took on leadership positions within their communities and our region, including 85 youth.</td>
</tr>
</tbody>
</table>
When children grow up in safe and stable homes ...
... they start life on a path to long-term stability and self-sufficiency.

Terry and his son Louis recently established permanent housing after two years of housing instability. We joined them, and their case manager from the Youth and Family Homelessness Prevention Initiative, on move-in day.

The apartment is bright. So is Terry’s face as he watches his 14-year-old son Louis set up bookshelves and unpack boxes in their new home.

Since 2015, Terry has dedicated himself to finding a stable place to live for himself and his son. Social security is his sole income, and he’s good at living frugally and making smart use of the funds he has.

When a long-term roommate moved on, though, rising housing costs priced Terry out of a home. A teacher at Louis’s school connected the family with King County’s Youth and Family Homelessness Prevention Initiative for help.

For the next two years, Thomas — a case manager with The Arc of King County— was Terry’s partner, advocate, and cheerleader in the search for housing. Together, they looked for affordable rentals. Thomas negotiated with landlords, used flexible funding from Best Starts for Kids to meet gaps in rent, found new roommates to share the cost.

But rents kept going up, and again and again, Terry and Louis were on the brink of homelessness. That’s not as uncommon as it should be, says Thomas — for families to be “on that cliff and about to fall off of it. Especially the populations that we serve, with intellectual and physical disabilities. They struggle a lot harder.”

Thomas and other staff from the Youth and Family Homelessness Prevention Initiative searched across the state. “It was very much a team effort. We had him plugged into every housing resource in the state of Washington.”

In February, Terry and Louis finally found a subsidized apartment — the first stable home they’ve had in almost two years. Today, they’re moving in.

“It’s a huge weight lifted off my shoulders to know that this family was prevented from becoming homeless,” says Thomas. “It’s a great feeling — it’s joy.”

But it’s an emotional moment, too. Terry has struggled, and he’s watched his son grow up faster than he’d like. When someone asks him what it feels like to be home at last, his response is brief, and a little muffled by tears. “I feel like I won a victory,” he says.

“I’m gonna stay.”
Homelessness prevention

The best opportunity to end homelessness in King County is to prevent it. Best Starts for Kids provides critical resources to help youth and their families who are at risk of homelessness stay housed, with long-term benefits for the strength and stability of our community. Kids deserve stable homes and safe spaces to live, so they can grow, play, and excel.

Count Us In, the 2018 point-in-time count for King County, showed increases in homelessness overall, but decreases in homelessness among unaccompanied youth under the age of 18. Over the course of the six-year Best Starts for Kids levy, King County will invest $19 million in homelessness prevention specifically for children, youth, and their families.

Youth and Family Homelessness Prevention Initiative

The Youth and Family Homelessness Prevention Initiative, the first initiative funded by Best Starts for Kids, has been working for almost three years to reduce the impact of homelessness on King County’s youth. The initiative focuses on communities that are home to the people at greatest risk.

The Youth and Families Homelessness Prevention Initiative provides intensive case management and financial support to young people and families with children who are at imminent risk of homelessness. More than one-time rent assistance, the approach provides flexible support that families can use as needed — and partnership and advocacy that helps families and youth establish housing stability that lasts.

2018 outcomes

- Count Us In showed a 7 percent reduction in homelessness among families with youth and a 22 percent reduction in homelessness among unaccompanied youth under the age of 18 years.

- The Youth and Family Homelessness Prevention Initiative launched a partnership with a research team at the University of Notre Dame to execute a rigorous study of the effectiveness of its approach, a step toward expanding the initiative here and in other communities.

Over two years, this initiative served more than 7,100 people, including 1,900 families and 400 unaccompanied youth.

For additional details on program strategies and outcomes, please see the supplemental Youth and Family Homelessness Prevention Initiative 2018 Outcomes Report.

94% of former clients are still stably housed

7,134 people served; 4,075 under the age of 18 years
Delivering impact
$3.1M invested in 2018
25 community partners
More than 76 percent of households served were people of color

- American Indian/Alaska Native: 6%
- Asian: 3%
- Black/African American: 46%
- Hispanic/Latinx: 14%
- Multi-racial: 5%
- Native Hawaiian/Pacific Islander: 3%
- White non-Hispanic: 18%
- Unknown: 6%

(n=2,357)

More than half of those served were younger than 18 years old

- 0-17: 57%
- 18-24: 9%
- 25-34: 13%
- 35-44: 13%
- 45-54: 5%
- 55-64: 2%
- 65+: 0.5%
- Unknown: 0.4%

(n=7,130)

9 out of 10 households that left Youth and Family Homelessness Prevention Initiative programs remained outside the homelessness system

75% of former clients remained in or were placed in permanent housing

21% of households were able to resolve their housing crisis without financial assistance

The most common reason families sought financial help was to pay rent so they could stay housed.

It takes only $1,900, on average, to meet that need for support.

To see performance measures and results for all Best Starts–funded programs, visit: [www.kingcounty.gov/BestStarts](http://www.kingcounty.gov/BestStarts).
INVESTMENT INDEX

Best Starts for Kids investments in 2018

Over six years, Best Starts will invest more than $400 million across four investment areas that promote health and well-being for King County's children, youth, families, and communities.

Responding to community requests, Best Starts made multiyear investments in each strategy area. Below is an accounting of those multiyear commitments, as well as investment actualities in 2018. Ongoing investments in new partners, programs, and projects reflect the adaptability and innovation that King County communities need.

Investments shown here are categorized as “laying the groundwork,” “building momentum,” and/or “delivering impact,” a reflection of both the young life and complexity of the project.

- **Laying the groundwork.** Internal work required to award funding and deliver services is under way, including hiring County staff, developing requests for proposal, running request for proposal processes, and finalizing contracts with awardees.
- **Building momentum.** Awardees have contracts with King County and are beginning their work. The program may have started delivering services but performance data are not yet available.
- **Delivering impact.** In this phase, the program is actively delivering services, and there is least one-quarter of performance data from 2018 to report.

### Investments, by investment area and strategy

<table>
<thead>
<tr>
<th>Investing early: prenatal to 5 years</th>
<th>Amount invested²</th>
<th>Years of investment</th>
<th>2018 budget</th>
<th>2018 expenditures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Help Me Grow</td>
<td>$5,362,814</td>
<td>Jan 2016 to Dec 2021</td>
<td>$20,000</td>
<td>$20,000</td>
</tr>
<tr>
<td>▲ Vroom</td>
<td>$150,000</td>
<td>Jul 2018 to Jun 2019</td>
<td>$150,000</td>
<td>$37,500</td>
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<tr>
<td>Public Health Direct Service</td>
<td>$52,450,248</td>
<td>—</td>
<td>$8,586,797</td>
<td>$9,136,880</td>
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<tr>
<td>• Perinatal Hepatitis B Prevention Program</td>
<td>$847,000</td>
<td>Jan 2017 to Dec 2020</td>
<td>$140,000</td>
<td>$199,273</td>
</tr>
<tr>
<td>• Maternal and Child Health - PHSKC²</td>
<td>$51,603,248</td>
<td>Jan 2016 to Dec 2021</td>
<td>$8,446,797</td>
<td>$8,937,607</td>
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<tr>
<td>Home-Based Services</td>
<td>$21,598,991</td>
<td>—</td>
<td>$7,911,000</td>
<td>$6,694,490</td>
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<tr>
<td>• Evidence Based and Evidence Informed Home Visiting</td>
<td>$7,559,695</td>
<td>Jan 2018 to Dec 2020</td>
<td>$2,714,812</td>
<td>$2,422,655</td>
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<tr>
<td>• Parent-Child Home Program</td>
<td>$6,739,839</td>
<td>Jan 2018 to Dec 2019</td>
<td>$2,408,748</td>
<td>$3,570,413</td>
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<tr>
<td>▲ Community-Designed Home-Based Programs and Practices</td>
<td>$5,991,700</td>
<td>Sep 2018 to Mar 2021</td>
<td>$2,288,048</td>
<td>$250,000</td>
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<tr>
<td>▲ Capacity Building</td>
<td>$1,307,757</td>
<td>Jul 2018 to Dec 2019</td>
<td>$499,393</td>
<td>$451,421</td>
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<tr>
<td>Community-Based Parenting and Peer Supports</td>
<td>$8,862,244</td>
<td>—</td>
<td>$1,976,898</td>
<td>$945,907</td>
</tr>
<tr>
<td>• Basic Needs Resource Brokering</td>
<td>$959,462</td>
<td>Mar 2018 to Feb 2021</td>
<td>$314,027</td>
<td>$308,532</td>
</tr>
<tr>
<td>• Kaleidoscope Play and Learn</td>
<td>$1,694,444</td>
<td>Jul 2018 to Dec 2020</td>
<td>$377,979</td>
<td>$442,375</td>
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<tr>
<td>• Parenting Caregiver Information and Support</td>
<td>$2,997,000</td>
<td>Nov 2018 to May 2021</td>
<td>$668,540</td>
<td>$195,000</td>
</tr>
<tr>
<td>▲ Prenatal Support Services and Breastfeeding Peer Counseling</td>
<td>$3,211,338</td>
<td>Nov 2018 to Dec 2019</td>
<td>$616,352</td>
<td>—</td>
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<tr>
<td>Developmental Promotion/Early Supports</td>
<td>$12,736,080</td>
<td>—</td>
<td>$5,143,873</td>
<td>$3,999,499</td>
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<tr>
<td>▲ Promoting Development</td>
<td>$5,892,122</td>
<td>Nov 2018 to Oct 2020</td>
<td>$1,617,674</td>
<td>$740,352</td>
</tr>
<tr>
<td>• Early Supports for Infants and Toddlers</td>
<td>$6,843,958</td>
<td>July 2016 to June 2019</td>
<td>$3,526,199</td>
<td>$3,259,146</td>
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<tr>
<td>Child Care Health Consultation</td>
<td>$6,920,063</td>
<td>—</td>
<td>$1,807,585</td>
<td>$1,553,570</td>
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<tr>
<td>• Service Delivery</td>
<td>$6,170,085</td>
<td>May 2018 to Dec 2020</td>
<td>$1,611,684</td>
<td>$1,541,595</td>
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<tr>
<td>▲ Systems Development</td>
<td>$749,978</td>
<td>May 2018 to Dec 2020</td>
<td>$195,901</td>
<td>$11,975</td>
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<tr>
<td>▲ Workforce Development</td>
<td>$4,074,690</td>
<td>Nov 2018 to Oct 2021</td>
<td>$677,558</td>
<td>—</td>
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<tr>
<td>▲ Innovation Fund</td>
<td>$5,410,903</td>
<td>Oct 2018 to Dec 2020</td>
<td>$1,431,574</td>
<td>$491,716</td>
</tr>
</tbody>
</table>

¹Amounts invested are already committed and contracted for multiple years

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Footnote:

2018 expenditures include payments made in 2018 toward multiyear commitments.
<table>
<thead>
<tr>
<th>Investments, by investment area and strategy</th>
<th>Amount invested¹</th>
<th>Years of investment</th>
<th>2018 budget</th>
<th>2018 expenditures</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sustaining the gain: 5 to 24 years</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>● Youth Development ²</td>
<td>$12,273,238</td>
<td>Jan 2018 to Dec 2020</td>
<td>$4,100,000</td>
<td>$4,045,331</td>
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<tr>
<td>School Partnerships</td>
<td>$41,461,936</td>
<td>—</td>
<td>$11,072,605</td>
<td>$9,252,772</td>
</tr>
<tr>
<td>▲ Trauma-Informed and Restorative Practices in Schools</td>
<td>$21,244,445</td>
<td>Sep 2017 to Aug 2021</td>
<td>$3,319,501</td>
<td>$3,256,535</td>
</tr>
<tr>
<td>▲ Screening, Brief Intervention, and Referral to Services (SBIRT)</td>
<td>$4,759,250</td>
<td>Oct 2018 to Dec 2020</td>
<td>$1,732,479</td>
<td>$639,602</td>
</tr>
<tr>
<td>● Out of School Time</td>
<td>$10,295,587</td>
<td>Aug 2017 to Dec 2020</td>
<td>$3,920,625</td>
<td>$3,297,655</td>
</tr>
<tr>
<td>● School-Based Health Centers</td>
<td>$5,362,654</td>
<td>Sep 2017 to Aug 2020</td>
<td>$2,100,000</td>
<td>$2,058,979</td>
</tr>
<tr>
<td><strong>Family and Community Connections</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>□ Adolescent Immunization Improvement Partnership</td>
<td>$600,000</td>
<td>Nov 2017 to Oct 2020</td>
<td>$230,703</td>
<td>$139,047</td>
</tr>
<tr>
<td>● Healthy and Safe Environments</td>
<td>$1,860,141</td>
<td>Jul 2017 to Dec 2018</td>
<td>$1,004,127</td>
<td>$1,403,195</td>
</tr>
<tr>
<td>● Family Engagement</td>
<td>$1,153,000</td>
<td>Sep 2018 to Dec 2021</td>
<td>$115,300</td>
<td>$115,300</td>
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<tr>
<td>□ Timely Response to Adverse Childhood Experiences</td>
<td>$250,000</td>
<td>Feb 2018 to July 2019</td>
<td>$250,000</td>
<td>$157,414</td>
</tr>
<tr>
<td><strong>Transitions to Adulthood</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>● Behavioral Health Services at Youth Re-engagement Centers</td>
<td>$634,605</td>
<td>Jan 2018 to Dec 2019</td>
<td>$634,605</td>
<td>$569,019</td>
</tr>
<tr>
<td>● Transitioning to Post-secondary Education or Employment</td>
<td>$1,172,818</td>
<td>Jan 2018 to Dec 2019</td>
<td>$1,126,818</td>
<td>$1,032,480</td>
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<tr>
<td>● Peer Connectors Project</td>
<td>$787,500</td>
<td>Aug 2018 to Dec 2019</td>
<td>$287,500</td>
<td>$187,895</td>
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<tr>
<td><strong>Stopping the School to Prison Pipeline</strong></td>
<td>$6,545,174</td>
<td>—</td>
<td>$4,791,943</td>
<td>$3,967,272</td>
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<tr>
<td>● Community Supports</td>
<td>$3,775,734</td>
<td>Feb 2018 to July 2019</td>
<td>$2,315,000</td>
<td>$1,973,154</td>
</tr>
<tr>
<td>● Mentoring</td>
<td>$413,000</td>
<td>July 2017 to June 2019</td>
<td>$260,000</td>
<td>$253,976</td>
</tr>
<tr>
<td>● Outreach and Case Management</td>
<td>$1,546,643</td>
<td>Aug 2017 to Dec 2018</td>
<td>$945,170</td>
<td>$798,135</td>
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<tr>
<td>● Theft 3 and Mall Safety Project (T3AMS)</td>
<td>$1,490,660</td>
<td>Feb 2017 to Dec 2019</td>
<td>$993,773</td>
<td>$731,084</td>
</tr>
<tr>
<td>● Project SCOPE</td>
<td>$319,137</td>
<td>Jun 2017 to Dec 2018</td>
<td>$278,000</td>
<td>$211,378</td>
</tr>
<tr>
<td>□ CEDAR Program</td>
<td>$1,000,000</td>
<td>Jan 2019 to Dec 2020</td>
<td>—</td>
<td>—</td>
</tr>
</tbody>
</table>

### Communities matter

**Communities of Opportunity**

\[\text{See table on page 36}\]

### Homelessness prevention

- ● Youth and Family Homelessness Prevention Initiative
  - $19,000,000  
  - Oct 2016 to Dec 2021
  - $3,291,648  
  - $3,053,890

### Evaluation

- □ Evaluation investment
  - $2,123,612  
  - Jan 2017 to Dec 2020
  - $1,302,725  
  - $561,883

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¹ Amounts invested are already committed and contracted for multiple years
² Programs include Mentoring, Youth Leadership, Positive Identity Development, and Healthy Relationships and DV Prevention
³ Total investment does not reflect Communities of Opportunity. Investments made under Communities of Opportunity are described on pages 36-40.

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**Total Investment Through December 31, 2018**: $207,428,056³
## Community partnerships: place-based cultural communities

**Award period May 1, 2018–April 30, 2020**

<table>
<thead>
<tr>
<th>Awardee</th>
<th>Total award</th>
<th>Best Starts for Kids</th>
<th>Seattle Foundation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kent Community Development Council</td>
<td>$550,000</td>
<td>$550,000</td>
<td>—</td>
</tr>
<tr>
<td><strong>Description:</strong> The Kent Community Development Collaborative (KCDC) ensures the health and well-being of all residents of Kent by focusing on those with the greatest disparities. KCDC is working to ensure Kent residents have access to fresh, healthy, nutritious food, and access to affordable, safe, and housing. KCDC is working to increase active participation in decisions that shape the community as well as opportunities for living wage jobs and locally owned businesses.</td>
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</tr>
<tr>
<td><strong>Partners:</strong> Community Network Council, Living Well Kent, Coalition for Refugees from Burma, Mother Africa, Communities in Schools of Kent, Iraqi Community Center, Somali Youth and Family Club, Being Empowered Through Supportive Transitions, Centro</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>A Supportive Community for All</td>
<td>$540,000</td>
<td>$540,000</td>
<td>—</td>
</tr>
<tr>
<td><strong>Description:</strong> A Supportive Community for All partnership goals are to strengthen community connections by building an inclusive coalition of service providers and key community stakeholders around a shared vision to coordinate human services across the Snoqualmie Valley. They are increasing capacity in: adaptive leadership facilitation, project management, grant writing, and stakeholder engagement. Taken together these investments would build the local support and capacity to help this project become self-sustaining.</td>
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<tr>
<td><strong>Partners:</strong> Hopelink, Snoqualmie Valley Community Network, Mt. Si Senior Center, Snoqualmie Valley Food Bank, Encompass</td>
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</tr>
<tr>
<td>Transgender Economic Empowerment Coalition</td>
<td>$550,000</td>
<td>$550,000</td>
<td>—</td>
</tr>
<tr>
<td><strong>Description:</strong> The Transgender Economic Empowerment Coalition addresses the economic barriers transgender and gender nonconforming communities and LGBTQ people of color experience as a result of transphobia, homophobia, and racism. They are investing in leadership development programs to affect system and policy change. They are working with our communities to build a model employment policy to support transgender and gender nonconforming workers.</td>
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</tr>
<tr>
<td><strong>Partners:</strong> Ingersoll Gender Center, Greater Seattle Business Administration, UTOPIA Seattle, POCAAN, Gay City, Seattle Counseling Services, Transform Washington, Pride Foundation, Gender Odyssey, Business Impact NW, Ventures NW</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organizamos: Comunidad Latina de Vashon</td>
<td>$450,000</td>
<td>$450,000</td>
<td>—</td>
</tr>
<tr>
<td><strong>Description:</strong> Organizamos: Comunidad Latina de Vashon builds on the Latinx community’s strengths to accelerate empowerment and propel civic actions to break multi-generational cycles of poverty and underemployment while building systems-wide actions on housing stabilization. Since there are no Latinx organizations on Vashon, they also partner with Seattle-based Latinx organizations providing expertise on organizing techniques and strategies for systems change. Their priority is to create a Latinx Community Center on Vashon.</td>
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<tr>
<td><strong>Partners:</strong> Latino Community Fund, Latino Comunidad de Vashon, Entre Hermanos, Puentes, Colectiva Legal del Pueblo</td>
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<td></td>
</tr>
<tr>
<td>Seattle Urban Native Nonprofit (SUNN)</td>
<td>$550,000</td>
<td>$550,000</td>
<td>—</td>
</tr>
<tr>
<td><strong>Description:</strong> The goal of the Seattle Urban Native Nonprofit (SUNN) partnership is to build the capacity to advocate for the Seattle Native community in the public and philanthropic sectors. SUNN is accomplishing this through leadership development, training, and collective strategic planning. The SUNN collaborative leverages Seattle Indian Health Board’s Government Affairs Division to gain the expertise necessary to affect change and bring about policies that will improve the health and well-being of the Native community of greater Seattle.</td>
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<td></td>
</tr>
<tr>
<td><strong>Partners:</strong> Potlatch Fund, Seattle Indian Health Board, Na’ah Illahee Fund, Chief Seattle Club, Native Women’s Dialog on Infant Mortality, Longhouse Media, Mother Nation, National Urban Indian Family Coalition, Native Action Network, Red Eagle Soaring, United Indians of All Tribes Foundation, Urban Native Education Alliance, Duwamish Tribal Services, Northwest Justice Project</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Replanting Roots, Rebuilding Community</td>
<td>$500,000</td>
<td>$500,000</td>
<td>—</td>
</tr>
<tr>
<td><strong>Description:</strong> The Replanting Roots, Rebuilding Community partnership will focus on leveraging existing and planned affordable rental housing development and commercial revitalization efforts to facilitate economic opportunity and fortification of cultural institutions. These cultural hubs are mediums to preserve and restore community connections that contribute to a sense of place and belonging for the black community rooted in Seattle’s Central District.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td><strong>Partners:</strong> Umoja PEACE Center, Village Spirit Center/Black Community Impact Alliance, Africatown Center for Education &amp; Innovation, Africatown Central District Preservation &amp; Development Association, Cultural Reconnections, Institute for African Centered Thought</td>
<td></td>
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</tr>
</tbody>
</table>

*Partners listed at time of proposal.

Note: Public funds awarded were not awarded to undertake a prohibited activity.
### Place-based partnership backbone

*Award period January 1–December 31, 2018*

<table>
<thead>
<tr>
<th>Awardee</th>
<th>Total award</th>
<th>Best Starts for Kids</th>
<th>Seattle Foundation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rainier Valley Partnership</td>
<td>$375,000</td>
<td>$225,000</td>
<td>$150,000</td>
</tr>
<tr>
<td><strong>Description:</strong> Rainier Valley Partnership backbone funding, including baseline evaluation, data collection. The Rainier Valley Partnership includes more than 75 groups working collaboratively in four coalitions.</td>
<td></td>
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</tr>
<tr>
<td><strong>Partners:</strong>* Homesight, MultiCultural Community Coalition, On Board Othello, Rainier Beach Action Coalition, South Communities Organizing for Racial/Regional Equity</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SeaTac/Tukwila Partnership</td>
<td>$322,000</td>
<td>$172,000</td>
<td>$150,000</td>
</tr>
<tr>
<td><strong>Description:</strong> SeaTac/Tukwila Partnership backbone funding, including baseline evaluation, data collection.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Partners:</strong>* Global to Local, Partner in Employment, Food Innovation Network, Housing Development Consortium, Somali Youth and Family Club, Congolese Integration Network, HealthPoint, Tukwila Community Center, Lutheran Community Services, Jewish Family Services, Kona Kai Coffee, Somali Health Board, Highline College, One America, Providence Health and Services, and Swedish Medical Group</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>White Center Partnership</td>
<td>$339,484</td>
<td>$189,484</td>
<td>$150,000</td>
</tr>
<tr>
<td><strong>Description:</strong> White Center Partnership backbone funding, including baseline evaluation, data collection.</td>
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<td></td>
<td></td>
</tr>
<tr>
<td><strong>Partners:</strong>* White Center CDA, FEEST, SWYFS, Yes!Foundation of White Center, Village of Hope, Trusted Advocates, Partner in Employment, the White Center Food Bank, and the YWCA.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Partners listed at time of proposal.

Note: Public funds awarded were not awarded to undertake a prohibited activity.
Institutional systems and policy change

Award period February/March 2018–January/February 2019

<table>
<thead>
<tr>
<th>Awardee</th>
<th>Total award</th>
<th>Best Starts for Kids</th>
<th>Seattle Foundation</th>
</tr>
</thead>
<tbody>
<tr>
<td>All In For Washington</td>
<td>$215,000</td>
<td>$15,000</td>
<td>$200,000</td>
</tr>
<tr>
<td><strong>Description:</strong></td>
<td></td>
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</tr>
</tbody>
</table>
| All In For Washington, in partnership with the Coalition of Immigrants and Refugees and Communities of Color (CIRCC) engages communities of color through in-language education to develop comprehensive tax policy options that bring multiple perspectives to the table.

**Partners:** Coalition of Immigrants and Refugees and Communities of Color (CIRCC)

| API Chaya              | $184,720    | $184,720             | —                 |
| **Description:**       |             |                      |                   |
| A collaborative project to increase the influence of two-spirit, gender diverse, queer, and transgender people of color to lead grassroots movements by becoming meaningfully involved in the political process. Participants work to address issues that are specific to these communities on a local and regional level and in the neighborhoods where they live and work.

**Partners:** TRANSform Washington is a project of Pride Foundation, Gender Justice League, GOT Green, Queer and Trans Pan-African, University of Washington Queer People of Color Alliance, Queer the Land, Entre Hermanos, Somos Seattle, UTOPIA Seattle

| Casa Latina            | $112,958    | $15,000              | $97,958           |
| **Description:**       |             |                      |                   |
| Casa Latina ensures effective implementation of a Bill of Rights that better protects domestic workers and removes loopholes in employment laws that often exclude domestic workers.

| Chief Seattle Club     | $112,958    | $15,000              | $97,958           |
| **Description:**       |             |                      |                   |
| Chief Seattle Club strengthens and coordinates a coalition of organizations to address urban Native homelessness. The Coalition will ensure the voices and perspectives of American Indian/Alaska Native communities are central to homelessness prevention efforts and policies.

**Partners:** Coalition to End Urban Native Homelessness in King County

| Church Council of Greater Seattle | $90,000 | $15,000 | $75,000 |
| **Description:** | | | |
| The Church Council is working to further mobilize grassroots, faith-based leaders to influence local affordable housing policy in South King County. Multi-faith Leadership Circles come together to promote local priorities.

| Civil Survival         | $40,000    | $40,000              | —                 |
| **Description:**       |             |                      |                   |
| Civil Survival provides civic education and mobilizes formerly incarcerated individuals and their network of family and friends to advocate for greater participation and advocacy that results in better quality of life and outcomes, including in housing and employment.

| Communities in Action  | $37,000    | $37,000              | —                 |
| **Description:**       |             |                      |                   |
| This project strengthens cross-sector collaborations between neighborhood organizations and the school district to promote healthy youth development in Southeast and Central Seattle to more effectively address mental health and violence issues in the community that hamper the futures of students.

| Community Justice Project | $40,000 | $40,000 | — |
| **Description:**         |         |         |     |
| This effort aims to transform the criminal legal system and promote policies that support the people and communities of color most impacted by violence, including increased rehabilitation rather than incarceration. It seeks to amplify the voices of crime survivors whose experiences have reinforced that punitive measures often worsen the conditions that lead to crime in the first place.

| EmPower                | $40,000    | $21,498             | $18,502           |
| **Description:**       |             |                      |                   |
| EmPower sustains a coalition in South King County to protect immigrant rights and offers legal support when needed, including exploring the role of Department of Justice (DOJ) Accredited Representatives.

| Federal Way Youth Action Team | $72,400 | $72,400 | — |
| **Description:**           |         |         |     |
| Federal Way Youth Action Team engages youth of color in policy making. This includes building youth leadership and youth voice by engaging city leaders to discuss vital issues with young people, including violence prevention approaches.

| FEEST                  | $115,000  | $115,000             | —                 |
| **Description:**       |             |                      |                   |
| FEEST is dedicated to developing youth leadership for health and food justice. Youth leaders extend their impact in South King County schools by working on policies to increase access and affordability of healthy and culturally-relevant foods.
<table>
<thead>
<tr>
<th>Awardee</th>
<th>Total award</th>
<th>Best Starts for Kids</th>
<th>Seattle Foundation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Friends of Little Saigon</td>
<td>$40,000</td>
<td>$40,000</td>
<td>—</td>
</tr>
<tr>
<td><strong>Description:</strong> Friends of Little Saigon engages small family businesses to mitigate changes in the neighborhood and to strengthen Little Saigon in Seattle’s International District as a cultural hub for the larger Vietnamese population.</td>
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<tr>
<td>Got Green</td>
<td>$65,000</td>
<td>$65,000</td>
<td>—</td>
</tr>
<tr>
<td><strong>Description:</strong> Got Green works to address disparities that often keep well-qualified people of color out of “green economy” internships and careers. This includes investing in fellowship programs to develop young leaders in the environmental justice movement and to advocate for measures to diversify the workforce in the environmental sector.</td>
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</tr>
<tr>
<td>Headwater People</td>
<td>$91,000</td>
<td>—</td>
<td>$91,000</td>
</tr>
<tr>
<td><strong>Description:</strong> Headwater People worked with the current cohort of 27 policy and systems partners to develop a policy agenda. The agenda focused on priority policy areas to rapidly close racial and geographic gaps in four result areas: community connection, economic opportunity, health, and housing. Partners participated in multiple convenings to set policy direction across these focus areas.</td>
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</tr>
<tr>
<td>Ingersoll Gender Center</td>
<td>$40,000</td>
<td>$40,000</td>
<td>—</td>
</tr>
<tr>
<td><strong>Description:</strong> This project creates a gender affirming health care policy agenda. This includes engaging stakeholders in discussions and surveys about the challenges that transgender community members have in accessing gender affirming care and medical providers have to connect them to gender affirming care.</td>
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</tr>
<tr>
<td>Open Doors of Multicultural Families</td>
<td>$115,000</td>
<td>$15,000</td>
<td>$100,000</td>
</tr>
<tr>
<td><strong>Description:</strong> Open Doors for Multicultural Families increases opportunities for individuals with developmental disabilities and their families—many from diverse cultural or linguistic backgrounds—to engage in policy and advocacy. Identified focus areas include education, access to recreational opportunities, stable and affordable housing, and reliable paratransit.</td>
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</tr>
<tr>
<td>Para Los Niños de Highline</td>
<td>$40,000</td>
<td>$40,000</td>
<td>—</td>
</tr>
<tr>
<td><strong>Description:</strong> Para Los Niños develops the skills of low-income Latinx residents in South King County to become emerging leaders who are advocating for the needs of the community. This includes conducting a survey of existing leaders and convening on community priorities to help develop a change campaign in 2019.</td>
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<tr>
<td>Puget Sound Sage</td>
<td>$215,000</td>
<td>$215,000</td>
<td>—</td>
</tr>
<tr>
<td><strong>Description:</strong> Puget Sound Sage and Transportation Choices Coalition aim to ensure communities of color, immigrants, and refugees share in and prosper from the benefits of transit, specifically Sound Transit 3. This includes representation of marginalized communities in decisions such as station location and accessibility, equitable development, and affordable housing along transit lines.</td>
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</tr>
<tr>
<td>Seattle Indian Health Board</td>
<td>$115,000</td>
<td>$15,000</td>
<td>$100,000</td>
</tr>
<tr>
<td><strong>Description:</strong> Seattle Indian Health Board (SIHB) aims to bring about concrete improvements in health care access and quality for Native people. SIHB provides necessary data and analysis on proposed state legislation to reduce health disparities and ensure implementation of existing treaties.</td>
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</tr>
<tr>
<td>Somali Family Safety Task Force</td>
<td>$39,875</td>
<td>$39,875</td>
<td>—</td>
</tr>
<tr>
<td><strong>Description:</strong> This project increases advocacy capacity among Somali parents through practical skill building. The Task Force advocates for policy changes to make public schools more accessible and effective for Somali families as well as build these skills among community members to address other community needs.</td>
<td></td>
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</tr>
<tr>
<td>Somali Health Board</td>
<td>$215,000</td>
<td>$215,000</td>
<td>—</td>
</tr>
<tr>
<td><strong>Description:</strong> Nine racial/ethnic health boards have come together to establish the Community Health Board Coalition (CHBC) to strengthen social cohesion across groups by creating a joint policy agenda and ultimately positioning the CHBC as a powerful voice for health.</td>
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</tr>
<tr>
<td><strong>Partners:</strong> LatinX Health Board, Cambodian Health Board, Pacific Islander Health Board, Vietnamese Health Board, African-American Health Board, Iraqi/Arab Health Board, Ethiopian Health Council Health Board, Eritrean Health Board</td>
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</tr>
</tbody>
</table>

*Partners listed at time of proposal.  
Note: Public funds awarded were not awarded to undertake a prohibited activity.
<table>
<thead>
<tr>
<th>Awardee</th>
<th>Total award</th>
<th>Best Starts for Kids</th>
<th>Seattle Foundation</th>
</tr>
</thead>
<tbody>
<tr>
<td>South King County Discipline Coalition</td>
<td>$40,000</td>
<td>$40,000</td>
<td>—</td>
</tr>
<tr>
<td><strong>Description:</strong> This coalition harnesses the voice of parents and young people to build community power and advance policy goals and strategies that end the use of discipline practices that disproportionately affect students of color in public schools.</td>
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</tr>
<tr>
<td>Statewide Poverty Action Network</td>
<td>$115,000</td>
<td>$15,000</td>
<td>$100,000</td>
</tr>
<tr>
<td><strong>Description:</strong> Statewide Poverty Action Network works with affected populations to document and explore alternatives to debt collection practices that can have harmful effects, particularly on people with criminal histories or who have been targets of predatory lending.</td>
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</tr>
<tr>
<td>Tenants Union of Washington State</td>
<td>$90,000</td>
<td>$15,000</td>
<td>$75,000</td>
</tr>
<tr>
<td><strong>Description:</strong> The Tenants Union hosts community meetings to educate low-income renters about ways to address barriers to housing and to increase their leadership skills, including through the power of narratives.</td>
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<tr>
<td>Washington Bus Education Fund</td>
<td>$65,000</td>
<td>$15,000</td>
<td>$50,000</td>
</tr>
<tr>
<td><strong>Description:</strong> The Washington Bus Education Fund aims to engage young people in generating creative policy solutions and increasing voting rates. Keys issues for young people include access to post-secondary education and voting access.</td>
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</tr>
<tr>
<td>Washington Dreams Coalition</td>
<td>$115,000</td>
<td>$115,000</td>
<td>—</td>
</tr>
<tr>
<td><strong>Description:</strong> Washington Dreams Coalition collaborates with youth, college students, and educators to address key barriers to the success of undocumented youth working and studying in our region. This includes developing a Task Force to build a systemic support for students.</td>
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<tr>
<td>Washington Indian Civil Rights Commission</td>
<td>$40,000</td>
<td>$40,000</td>
<td>—</td>
</tr>
<tr>
<td><strong>Description:</strong> The Washington Indian Civil Rights Commission builds relationships with public officials and develops leadership within the Native community through advocacy and listening events with the Washington State Department of Children, Youth, and Families.</td>
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</tr>
<tr>
<td>Yesler Community Collaborative</td>
<td>$165,000</td>
<td>$165,000</td>
<td>—</td>
</tr>
<tr>
<td><strong>Description:</strong> This collaborative of five organizations and connected partners works to advance multiple anti-displacement strategies. This includes development of policy issue briefs and pilot projects to increase affordable housing, support small businesses, and advance community engagement and leadership.</td>
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<tr>
<td><strong>Partners:</strong> Byrd Barr Place, Africatown, Capitol Hill Housing, Seattle Chinatown International District Preservation and Development Authority</td>
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</table>

**Communities of Opportunity baseline evaluation**

<table>
<thead>
<tr>
<th>Awardee</th>
<th>Total award</th>
<th>Best Starts for Kids</th>
<th>Seattle Foundation</th>
</tr>
</thead>
<tbody>
<tr>
<td>BDS Planning &amp; Urban Design</td>
<td>$550,000</td>
<td>—</td>
<td>$550,000</td>
</tr>
<tr>
<td><strong>Description:</strong> Baseline Evaluation. In 2018, Communities of Opportunity partnered with a multi-disciplinary evaluation team comprising national and local experts to work closely with partners to conduct the baseline evaluation. Partners worked with the evaluators to identify the most salient evaluation questions. The initial insights will serve as a baseline to assess existing conditions and early partner efforts toward creating racial, economic, and health equity.</td>
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</tr>
<tr>
<td><strong>Partners:</strong> Urban Design 4 Health, ChangeLab Solutions, HealthxDesign, Nissana Nov, Jackie St. Louis</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Partners listed at time of proposal.
Note: Public funds awarded were not awarded to undertake a prohibited activity.
PERFORMANCE MEASUREMENTS IN 2018

Best Starts for Kids is committed to evaluating all of our strategies and programs to ensure that we are moving toward our vision of happy, healthy, safe, and thriving kids.

Results-Based Accountability (RBA)© is fundamental to Best Starts. RBA is a simple, common-sense framework that starts with the vision we are trying to achieve and works backward toward the strategies for getting there. The framework tracks the performance of Best Starts strategies, so that we know what is working and what may need adapting, through three types of performance measures:

- How much did we do?
- How well did we do it?
- Is anyone better off?

In 2018, Best Starts for Kids met with all funded partners to identify performance measures, as well as conduct data analyses with many partners.

Investments shown here are also categorized as “laying the groundwork,” “building momentum,” and/or “delivering impact,” a reflection of both the young life and complexity of the project.

- **Laying the groundwork.** Internal work required to award funding and deliver services is under way, including hiring County staff, developing requests for proposal, running request for proposal processes, and finalizing contracts with awardees.
- **Building momentum.** Awardees have contracts with King County and are beginning their work. The program may have started delivering services but performance data are not yet available.
- **Delivering impact.** In this phase, the program is actively delivering services, and there is least one-quarter of performance data from 2018 to report.

The highlighted programs and services throughout this report demonstrate the most significant strategy outcomes. The following section explains how these Best Starts for Kids outcomes are measured. 2018 reflects early implementation stages, so we focused on establishing performance measures during this time. For those investments implemented prior to 2018, you will find accompanying outcome data appropriate to the implementation stage for that particular investment.
**Headline indicators: Investing early (prenatal - 5 years)**

*Long-term population indicators assess the well-being of all children throughout King County*

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Improvement direction expected</th>
<th>2014</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Infant mortality</td>
<td>Decrease</td>
<td>4.3</td>
<td>3.3</td>
</tr>
<tr>
<td>Preterm birth</td>
<td>Decrease</td>
<td>8.9%</td>
<td>9.1%</td>
</tr>
<tr>
<td>Children who are flourishing and resilient*</td>
<td>Increase</td>
<td>not avail.</td>
<td>59%</td>
</tr>
<tr>
<td>Children who are ready for kindergarten†</td>
<td>Increase</td>
<td>42.3%</td>
<td>55.6%‡</td>
</tr>
<tr>
<td>Child abuse or neglect</td>
<td>Decrease</td>
<td>34</td>
<td>34.3</td>
</tr>
</tbody>
</table>

**Secondary indicators: Investing early (prenatal - 5 years)**

*Supporting indicators assess the well-being of all children throughout King County*

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Improvement direction expected</th>
<th>2014</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Babies who meet breastfeeding recommendations to feed exclusively to 6 months*</td>
<td>Increase</td>
<td>not avail.</td>
<td>36%</td>
</tr>
<tr>
<td>Pregnant women receive recommended prenatal care</td>
<td>Increase</td>
<td>71.3%</td>
<td>74.2%</td>
</tr>
<tr>
<td>Families who are supported†</td>
<td>Increase</td>
<td>not avail.</td>
<td>75%</td>
</tr>
<tr>
<td>Children are healthy*</td>
<td>Increase</td>
<td>not avail.</td>
<td>92%</td>
</tr>
<tr>
<td>Parents have knowledge of child development*</td>
<td>Increase</td>
<td>not avail.</td>
<td>75%</td>
</tr>
<tr>
<td>Child care/preschools are high quality*†</td>
<td>Increase</td>
<td>not avail.</td>
<td>84%</td>
</tr>
<tr>
<td>Children receive recommended health and developmental screenings*†</td>
<td>Increase</td>
<td>not avail.</td>
<td>21%</td>
</tr>
<tr>
<td>Children receive needed mental and behavioral health services*†</td>
<td>Increase</td>
<td>not avail.</td>
<td>61%</td>
</tr>
<tr>
<td>Reading and singing to children daily†</td>
<td>Increase</td>
<td>not avail.</td>
<td>73%</td>
</tr>
<tr>
<td>Free from Adverse Childhood Experiences*†</td>
<td>Increase</td>
<td>not avail.</td>
<td>91%</td>
</tr>
</tbody>
</table>

*Denotes data source is Best Starts for Kids Health Survey;  
†Components of “safe, stable, and nurturing relationships indicator.”  
‡ 2016 data. Latest available data presented for all years.  
Infant mortality is rate of deaths in the first year of life per 1,000 live births.  
Child abuse or neglect data are rates of investigations and assessments per 1,000 households.
### Performance Measures: Investing Early (Prenatal - 5 Years)

<table>
<thead>
<tr>
<th>Investment Area and Strategy</th>
<th>Stage of Development</th>
<th>How Much Did We Do?</th>
<th>How Well Did We Do It?</th>
<th>Is Anyone Better Off?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Help Me Grow (HMG)</strong></td>
<td></td>
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</tr>
<tr>
<td><strong>Phase 1: Design and Implementation (2019-2020) (Draft Measures)</strong></td>
<td>Laying the groundwork</td>
<td>Number of community organizations engaged, by sector (Draft)</td>
<td>* Percent of sectors engaged (Draft)</td>
<td>* Percent of identified coordinated access points funded with implementation plans (Draft)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of community events hosted by HMG (Draft)</td>
<td>* Percent of participants who report intent to use HMG system (Draft)</td>
<td>* Percent expansion of resource directory to include child welfare, BSK, and other community-identified services (Draft)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of external community events attended by HMG team (Draft)</td>
<td>*</td>
<td>* Percent of HMG Navigator positions developed and funded (Draft)</td>
</tr>
<tr>
<td><strong>Phase 2: Continuous System Improvement (2021-2025) (Draft Measures)</strong></td>
<td>Laying the groundwork</td>
<td>Number of unique families served (Draft)</td>
<td>* Percent of families with needs met at time of engagement (Draft)</td>
<td>* Percent of families served with long-term needs met (Draft)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of unique children served (Draft)</td>
<td>* Duration of services provided (Draft)</td>
<td>* Percent reduction in length of time between intake/screening to provider/services match (Draft)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of referrals made from HMG, by type (Draft)</td>
<td>* Percent match between concern/delay area &amp; service referred/linked to (Draft)</td>
<td>* Percent reduction in family stress (Draft)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of barriers – why family did not access particular service/program (Draft)</td>
<td>* Percent satisfaction with HMG supports and services (Draft)</td>
<td>* Percent increase in family resilience (Draft)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of linkages (warm handoffs) to evaluation and supportive services (by type of services) (Draft)</td>
<td>* Length of time from intake/screening to provider/services match (Draft)</td>
<td>* Percent increase in parent and caregiver social support (Draft)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of changes to resource directory (Draft)</td>
<td>* Percent of access points with aligned protocols &amp; data systems (Draft)</td>
<td>* Percent increase in concrete support in times of need (Draft)</td>
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</tbody>
</table>

* Not Measured in 2018.
## Investment area and strategy

<table>
<thead>
<tr>
<th>Stage of development</th>
<th>How much did we do?</th>
<th>How well did we do it?</th>
<th>Is anyone better off?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Vroom</strong></td>
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</tr>
<tr>
<td>Community Connectors</td>
<td>Building momentum</td>
<td>Number of Latinx and Somali participants in outreach events, engagement activities, and trainings 134</td>
<td>Percent of Latinx and Somali partners reached who became Vroom Messengers 43%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of outreach events led by Latinx and Somali Vroom Community Connectors 20</td>
<td>Percent of Vroom Messengers or Parents and Caregivers who have a positive perception of Vroom (draft) *</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of Latinx and Somali parents/caregivers introduced to Vroom as a result of outreach and engagement 79</td>
<td>Percent of Vroom Messengers using Vroom one-on-one with parents/caregivers (draft) *</td>
</tr>
<tr>
<td>Public Health Programs</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Perinatal Hepatitis B Prevention Program</td>
<td>Delivering impact</td>
<td>Number of women identified through enhanced lab reporting 177</td>
<td>Percent of women identified through enhanced lab reporting 68%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of women enrolled before delivery 244</td>
<td>Percent of women enrolled before delivery 94%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of women enrolled 259</td>
<td>Percent of infants completing postvaccination serology testing 75%</td>
</tr>
<tr>
<td>Maternity Support Services and Infant Case Management (MSS/ICM)</td>
<td>Delivering impact</td>
<td>Number of clients served by MSS/ICM 17,403</td>
<td>Number of linkages to ancillary support services 4,195</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Visits delivered by MSS/ICM 45,289</td>
<td>Percent of total MSS/ICM provided by Public Health 90%</td>
</tr>
<tr>
<td>Nurse-Family Partnership (NFP)</td>
<td>Delivering impact</td>
<td>Number of new clients served by NFP 343</td>
<td>Number of telephone calls to the mother 460</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of clients served by NFP 869</td>
<td>Number of visits to the mother cancelled by the client 1,176</td>
</tr>
<tr>
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<td></td>
<td>Number of visits to the mother cancelled by the nurse 154</td>
<td></td>
</tr>
</tbody>
</table>

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<tr>
<td><strong>Public Health Programs (continued)</strong></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Nurse-Family Partnership (NFP) continued</td>
<td>Delivering impact</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Total visit contact time (hr)</td>
<td>9,825</td>
<td>Child health and development outcomes: number of children visited emergency room 1+ times for injury or ingestion (among children 0-6 months)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Referrals to other assistance (service linkages)</td>
<td>4,712</td>
<td>Child health and development outcomes: number of children hospitalized 1+ times for injury or ingestion (among children 0-6)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Average number of service linkages</td>
<td>7</td>
<td>Birth outcomes: Percent of infants born at low birth weight (&lt;2500 grams)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Average visit length (hr)</td>
<td>1</td>
<td>Birth outcomes: Percent of infants born preterm</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of attempted visits to the mother</td>
<td>525</td>
<td>Child health and development outcomes: number of children who visited urgent care 1+ times for injury or ingestion (among children 0-6 months)</td>
</tr>
<tr>
<td>Special Supplemental Nutrition Program for Women, Infants and Children (WIC)</td>
<td>Delivering impact</td>
<td>Number of clients receiving WIC</td>
<td>45,582</td>
<td>Number of nutrition education services</td>
</tr>
<tr>
<td></td>
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<td></td>
<td></td>
<td>Percent of infants who were breastfed &gt;6 months, meeting recommendations</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of referrals to preventive services</td>
<td>34,585</td>
<td>Children with Body Mass Index &gt;95% (among children ages 2-4 years old)</td>
</tr>
<tr>
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<td>Total food dollars for fresh fruits and vegetables</td>
</tr>
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<td></td>
<td></td>
<td>Total food dollars for WIC farmers market nutrition program</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Total food dollars redeemed</td>
</tr>
<tr>
<td>Family Planning Health Education</td>
<td>Delivering impact</td>
<td>Number of youth-servicing professional clients reached</td>
<td>2,253</td>
<td>Percent of training participants report that health education trainers 'created an effective learning environment'</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Percent of training participants increase skills</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of clients reached through direct education &amp; outreach to youth</td>
<td>21,859</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of direct education sessions and outreach activities</td>
<td>743</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of technical assistance &amp; professional development services clients</td>
<td>2,253</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of technical assistance &amp; professional development services sessions</td>
<td>147</td>
<td></td>
</tr>
</tbody>
</table>
### Public Health Programs (continued)

<table>
<thead>
<tr>
<th>Investment area and strategy</th>
<th>Stage of development</th>
<th>How much did we do?</th>
<th>How well did we do it?</th>
<th>Is anyone better off?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Family Planning Services</strong></td>
<td>Delivering impact</td>
<td>Number of clients served by Family Planning Services</td>
<td>5,104</td>
<td>Percent of clients on a more effective contraceptive method</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Percent of contraceptive users</td>
<td>95%</td>
<td>Number of chlamydia infections prevented</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of clients</td>
<td>5,104</td>
<td>Number of unintended pregnancies prevented</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of abortions prevented</td>
<td>350</td>
<td>Number of unplanned births prevented</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of chlamydia infections prevented</td>
<td>70</td>
<td>Number of unplanned preterm/low-birth-weight births prevented</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Total dollars of net savings</td>
<td>$6,534,320</td>
<td></td>
</tr>
<tr>
<td><strong>Kids Plus</strong></td>
<td>Delivering impact</td>
<td>Number of children served by Kids Plus</td>
<td>197</td>
<td>Percent of children receiving a developmental screening or linked to early intervention</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of adults served by Kids Plus</td>
<td>132</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of clients (adults and children) served by Kids Plus</td>
<td>329</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of households served by Kids Plus</td>
<td>97</td>
<td></td>
</tr>
<tr>
<td><strong>Home-Based Services</strong></td>
<td></td>
<td>Number of families served</td>
<td>287</td>
<td>Families enrolled from focus populations</td>
</tr>
<tr>
<td><strong>Evidence Based and Evidence Informed Home Visiting</strong></td>
<td>Delivering impact</td>
<td>Number of children screened using Ages and Stages Questionnaire (ASQ)</td>
<td>193</td>
<td>Primary caregivers who receive an observation of caregiver-child interaction using a validated tool</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of visits completed</td>
<td>3,007</td>
<td>Children with a timely screen for developmental delays using ASQ</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Enrolled clients that received the model recommended number of home visits during the report period</td>
<td>82%</td>
<td></td>
</tr>
<tr>
<td><strong>Parent-Child Home Program (PCHP)</strong></td>
<td>Delivering impact</td>
<td>Number of children served by PCHP</td>
<td>1,272</td>
<td>Percent of PCHP staff receiving twice annual coordinator observations and debriefs</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of referrals to support services</td>
<td>870</td>
<td>Percent of PCHP families completing year 1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of visits completed by PCHP</td>
<td>52,869</td>
<td>Percent of PCHP families completing year 2</td>
</tr>
</tbody>
</table>
## Home-Based Services (continued)

<table>
<thead>
<tr>
<th>Investment area and strategy</th>
<th>Stage of development</th>
<th>How much did we do?</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Parent-Child Home Program (PCHP) continued</td>
<td>Delivering impact</td>
<td>Percent of PCHP families receiving required dosage of visits 100%</td>
<td>Percent of parents/caregivers who met target PACT score of 3 at the end of the program 82%</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Percent of PCHP partner organizations maintaining appropriate supervisor-to-staff ratios 100%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Percent of PCHP children transitioning to other early learning settings 98%</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Percent of PCHP families matched with culturally relevant staff 86%</td>
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</tbody>
</table>

## Community-Designed Home-Based Programs and Practices

<table>
<thead>
<tr>
<th>Investment area and strategy</th>
<th>Stage of development</th>
<th>How much did we do?</th>
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<tbody>
<tr>
<td>Community-Based Parenting and Peer Supports</td>
<td>Laying the groundwork</td>
<td></td>
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</tbody>
</table>

## Community-Based Parenting and Peer Supports

### Basic Needs Resource Brokering

<table>
<thead>
<tr>
<th>How much did we do?</th>
<th>How well did we do it?</th>
<th>Is anyone better off?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of families receiving Good Food Bags 2,216</td>
<td>Percent of survey respondents who think program is a good way to increase healthy food access 99%</td>
<td>Percent of providers who report that having basic items improved their ability to work with families (draft) *</td>
</tr>
<tr>
<td>Number of Good Food Bags distributed 19,364</td>
<td>Percent of survey respondents who report usually using all fruits and vegetables in Good Food Bag 86%</td>
<td>Percent of survey respondents who report food security in the past 12 months 29%</td>
</tr>
<tr>
<td>Number of sites participating in Good Food Bag program 42</td>
<td>Percent of survey respondents who rate overall experience with Good Food Bags as excellent 65%</td>
<td>Percent of survey respondents who report positive effects of Good Food Bags for their children 95%</td>
</tr>
<tr>
<td>Number of children and youth for whom partners request and receive resources 14,484</td>
<td>Percent of households served who are experiencing homelessness 10%</td>
<td>Percent of survey respondents who report eating more fruits and vegetables 93%</td>
</tr>
<tr>
<td>Number of partner agencies, programs, and program sites requesting and receiving resources 551</td>
<td>Percent of households served with disabled primary caregiver 3%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Percent of households served with unemployed primary caregiver 36%</td>
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</tr>
<tr>
<td></td>
<td>Percent of households served who are low income 81%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Percent of partner agencies sustaining partnership with resource broker over one year 98%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Percent of requested orders that are filled 100%</td>
<td></td>
</tr>
</tbody>
</table>

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<tr>
<td><strong>Community-Based Parenting and Peer Supports (continued)</strong></td>
<td></td>
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</tr>
<tr>
<td>Kaleidoscope Play and Learn</td>
<td>Delivering impact</td>
<td>Number of children, parents, and caregivers attending Kaleidoscope Play &amp; Learn Groups (unduplicated)</td>
<td>10,483</td>
<td>Percent increase in participation (number of people attending) in Kaleidoscope Play &amp; Learn Groups</td>
</tr>
<tr>
<td></td>
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<td>Percent of parents and caregivers who read, look at books, or tell stories with the child in their care</td>
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<td></td>
<td>Percent increase in access (number of groups available) in Kaleidoscope Play &amp; Learn Groups</td>
</tr>
<tr>
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<td></td>
<td>Percent of parents and caregivers who feel supported as a parent or caregiver in their community</td>
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<td>Percent of parents and caregivers who identify as People of Color</td>
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<td></td>
<td>Percent of parents and caregivers who understand their role in helping the child in their care be ready for kindergarten</td>
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<td>Percent of parents and caregivers who identify as Female</td>
</tr>
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<td></td>
<td></td>
<td></td>
<td>Percent of parents and caregivers who are low-income</td>
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<td>Percent of parents and caregivers with a primary home language other than English</td>
</tr>
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<td>Percent of child participants who are 2 years old or younger</td>
</tr>
<tr>
<td>Parenting Caregiver Information and Support</td>
<td>Delivering impact</td>
<td>In development</td>
<td>In development</td>
<td>In development</td>
</tr>
<tr>
<td>Prenatal Support Services and Breastfeeding Peer Counseling</td>
<td>Delivering impact</td>
<td>In development</td>
<td>In development</td>
<td>In development</td>
</tr>
<tr>
<td><strong>Developmental Promotion/Early Supports</strong></td>
<td></td>
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</tr>
<tr>
<td>Promoting Development</td>
<td>Delivering impact + laying the groundwork</td>
<td>Number of providers trained to administer the Ages &amp; Stages Questionnaire (ASQ) and/or ASQ-SE</td>
<td>460</td>
<td>Percent of providers who reported feeling more prepared to administer the ASQ/ASQ-SE following the training</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Percent of providers who reported feeling prepared or very prepared to administer the ASQ/ASQ-SE</td>
</tr>
<tr>
<td>Early Supports for Infants and Toddlers</td>
<td>Delivering impact</td>
<td>Number of children provided services</td>
<td>5,157</td>
<td>Percent of children with evaluation and service plan in place within 45 days from initial contact</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Percent of children with progress in taking action to meet needs</td>
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<td>Percent of children with service start within 30 days</td>
</tr>
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<td>Percent of children with progress in positive social/emotional development</td>
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<td></td>
<td></td>
<td>Percent of children with transition meeting at least 90 days prior to child turning 3 to determine eligibility for school services</td>
</tr>
<tr>
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<td></td>
<td>Percent of children with progress acquiring knowledge/skills</td>
</tr>
</tbody>
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<tr>
<td><strong>Child Care Health Consultation</strong></td>
<td><strong>Service Delivery</strong></td>
<td><strong>Delivering impact</strong></td>
<td><strong>How much did we do?</strong></td>
<td><strong>How well did we do it?</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of providers served by child care health consultant teams</td>
<td>518</td>
<td>Percent of awardees covering child-caregiver relationships in trainings and consultations</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of services provided by child care health consultant teams</td>
<td>774</td>
<td>Percent of awardees covering communicable disease prevention in trainings and consultations</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of child care sites served by child care health consultant teams</td>
<td>282</td>
<td>Percent of awardees covering community resources and referrals in trainings and consultations</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Percent of awardees covering developmental screening, early identification and referrals in trainings and consultations</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Percent of awardees covering early brain development and milestones in trainings and consultations</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Percent of awardees covering handwashing, diapering, toileting in trainings and consultations</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Percent of awardees covering health and emergency policies in trainings and consultations</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Percent of awardees covering healthy and safe environments in trainings and consultations</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Percent of awardees covering immunization and well child schedules in trainings and consultations</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Percent of awardees covering medication management in trainings and consultations</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Percent of awardees covering mental/behavioral health and social-emotional development in trainings and consultations</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Percent of awardees covering nutrition in trainings and consultations</td>
</tr>
</tbody>
</table>

* Not Measured in 2018.
### Child Care Health Consultation (continued)

<table>
<thead>
<tr>
<th>Investment area and strategy</th>
<th>Stage of development</th>
<th>How much did we do?</th>
<th>How well did we do it?</th>
<th>Is anyone better off?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Service Delivery</strong></td>
<td>Delivering impact</td>
<td></td>
<td>Percent of awardees covering physical activity and outdoor time in trainings and consultations</td>
<td>100%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Percent of awardees covering program health and safety assessment in trainings and consultations</td>
<td>71%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Percent of awardees covering safe sleep in trainings and consultations</td>
<td>86%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Percent of awardees covering toxics in trainings and consultations</td>
<td>57%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Percent of awardees covering working with children with special healthcare needs in trainings and consultations</td>
<td>86%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Percent of providers that are satisfied with the services they received</td>
<td>*</td>
</tr>
<tr>
<td><strong>Systems Development</strong></td>
<td>Building momentum</td>
<td>Number of child care system development engagement activities</td>
<td>28</td>
<td>Percent of participants who speak a language other than English</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of participants in engagement activities</td>
<td>456</td>
<td>Percent of participants who identify as People of Color</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of action items identified for early win and LEAN projects</td>
<td>5</td>
<td>Types of needs, priorities, barriers, goals, and ideas identified (qualitative measure)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Percent of action items completed</td>
<td>60%</td>
</tr>
</tbody>
</table>

* Not Measured in 2018.
**Main theme: researching compliance and licensing information
PERFORMANCE MEASUREMENTS IN 2018

**Headline Indicators:** Sustaining the Gain (5 – 24 years)

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Improvement direction expected</th>
<th>2014</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>3rd graders who meet reading standard</td>
<td>Increase</td>
<td>61.7%</td>
<td>64.1%</td>
</tr>
<tr>
<td>4th graders who meet math standard</td>
<td>Increase</td>
<td>63.9%</td>
<td>62.8%</td>
</tr>
<tr>
<td>Youth who are flourishing and resilient*</td>
<td>Increase</td>
<td>not avail.</td>
<td>30%</td>
</tr>
<tr>
<td>Youth and young adults who are in excellent or very good health*</td>
<td>Increase</td>
<td>not avail.</td>
<td>86%</td>
</tr>
<tr>
<td>Youth who graduate from high school on-time</td>
<td>Increase</td>
<td>79.8%</td>
<td>82.2%</td>
</tr>
<tr>
<td>Youth and young adults in school or working</td>
<td>Increase</td>
<td>89%</td>
<td>93%</td>
</tr>
<tr>
<td>High school graduates who earn a college degree or career credential**</td>
<td>Increase</td>
<td>Range across KC districts: high: 78% low: 38%</td>
<td>78%</td>
</tr>
<tr>
<td>Youth not using illegal substances</td>
<td>Increase</td>
<td>75%</td>
<td>76%‡</td>
</tr>
</tbody>
</table>

**Secondary Indicators:** Sustaining the Gain (5 – 24 years)

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Improvement direction expected</th>
<th>2014</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rate of adolescent births</td>
<td>Decrease</td>
<td>4.72</td>
<td>2.7</td>
</tr>
<tr>
<td>Youth who are getting good grades in school</td>
<td>Increase</td>
<td>73.6%</td>
<td>86%</td>
</tr>
<tr>
<td>Youth are chronically absent from school</td>
<td>Increase</td>
<td>22%</td>
<td>21%‡</td>
</tr>
<tr>
<td>Youth are not suspended/expelled from school</td>
<td>Increase</td>
<td>2%</td>
<td>1%‡</td>
</tr>
<tr>
<td>Youth are completing high school</td>
<td>Increase</td>
<td>73%</td>
<td>75%‡</td>
</tr>
<tr>
<td>Young adults participate in civic activity and are engaged</td>
<td>Increase</td>
<td>2%</td>
<td>2%‡</td>
</tr>
<tr>
<td>Justice system involved youth^</td>
<td>Decrease</td>
<td>1,746</td>
<td>1,278</td>
</tr>
<tr>
<td>Youth have positive social-emotional development</td>
<td>Increase</td>
<td>not avail.</td>
<td>77%</td>
</tr>
<tr>
<td>Youth are not suspended/expelled from school</td>
<td>Increase</td>
<td>2%</td>
<td>2%‡</td>
</tr>
<tr>
<td>Youth have positive social-emotional development</td>
<td>Increase</td>
<td>2%</td>
<td>2%‡</td>
</tr>
<tr>
<td>Youth are physically active</td>
<td>Increase</td>
<td>75%</td>
<td>75%‡</td>
</tr>
<tr>
<td>Youth are not chronically absent from school</td>
<td>Increase</td>
<td>2%</td>
<td>2%‡</td>
</tr>
<tr>
<td>Youth believe in their ability to succeed</td>
<td>Increase</td>
<td>75%</td>
<td>75%‡</td>
</tr>
<tr>
<td>Youth are not suspended/expelled from school</td>
<td>Increase</td>
<td>2%</td>
<td>2%‡</td>
</tr>
<tr>
<td>Youth are physically active</td>
<td>Increase</td>
<td>75%</td>
<td>75%‡</td>
</tr>
<tr>
<td>Justice system involved youth^</td>
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<td>1,746</td>
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</tr>
<tr>
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<td>77%</td>
</tr>
<tr>
<td>Youth are not suspended/expelled from school</td>
<td>Increase</td>
<td>2%</td>
<td>2%‡</td>
</tr>
<tr>
<td>Youth are physically active</td>
<td>Increase</td>
<td>75%</td>
<td>75%‡</td>
</tr>
</tbody>
</table>

Data source is best starts for kids health survey.

*Data source is Best Starts for Kids Health Survey.
**2014 data shows percent of graduates of the class of 2006 who have earned credentials by 2014 and 2017 data shows percent of graduates earned by class of 2009.
† 2016 data. ‡ 2015 data. § 2018 data. L Latest available data presented for all years.

<table>
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<th>Improvement direction expected</th>
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<th>2017</th>
</tr>
</thead>
<tbody>
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<td>77%</td>
</tr>
<tr>
<td>Youths not using illegal substances</td>
<td>Increase</td>
<td>75%</td>
<td>76%‡</td>
</tr>
</tbody>
</table>

Data are available at only the statewide and school district level; King County values show the range for school districts within KC.

Youth and young adults who are in excellent or very good health and have a college degree or career credential: Range across KC districts: high: 78% low: 38%

Youth and young adults who are chronically absent from school: Range across KC districts: high: 22% low: 2%

Youth and young adults who are not suspended/expelled from school: Range across KC districts: high: 2% low: 2%

Youth and young adults who are physically active: Range across KC districts: high: 75% low: 75%

Youth and young adults who are not suspended/expelled from school: Range across KC districts: high: 2% low: 2%

Youth who are getting good grades in school: Range across KC districts: high: 73% low: 86%

Youth who graduate from high school on-time: Range across KC districts: high: 78% low: 38%

Justice system involved youth: Counts of filings per year.

Youth and young adults who are in excellent or very good health: Range across KC districts: high: 86% low: 68%

Youth who are not suspended/expelled from school: Range across KC districts: high: 2% low: 2%

Youth who are physically active: Range across KC districts: high: 75% low: 75%

Youth who are chronically absent from school: Range across KC districts: high: 22% low: 2%

Youth who have positive social-emotional development: Range across KC districts: high: 77% low: 77%

Youth who are not suspended/expelled from school: Range across KC districts: high: 2% low: 2%

Youth who are physically active: Range across KC districts: high: 75% low: 75%

Justice system involved youth: Counts of filings per year. Data are available at only the statewide and school district level; King County values show the range for school districts within KC.

Youth and young adults who are in excellent or very good health and have a college degree or career credential: Range across KC districts: high: 78% low: 38%

Youth who graduate from high school on-time: Range across KC districts: high: 78% low: 38%

Youth who are not suspended/expelled from school: Range across KC districts: high: 2% low: 2%

Youth who are physically active: Range across KC districts: high: 75% low: 75%

Youth who have positive social-emotional development: Range across KC districts: high: 77% low: 77%

Youth who are not suspended/expelled from school: Range across KC districts: high: 2% low: 2%

Youth who are physically active: Range across KC districts: high: 75% low: 75%

Justice system involved youth: Counts of filings per year. Data are available at only the statewide and school district level; King County values show the range for school districts within KC.

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Youth who have positive social-emotional development: Range across KC districts: high: 77% low: 77%

Youth who are not suspended/expelled from school: Range across KC districts: high: 2% low: 2%

Youth who are physically active: Range across KC districts: high: 75% low: 75%

Justice system involved youth: Counts of filings per year. Data are available at only the statewide and school district level; King County values show the range for school districts within KC.

Youth and young adults who are in excellent or very good health and have a college degree or career credential: Range across KC districts: high: 78% low: 38%

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Youth who are not suspended/expelled from school: Range across KC districts: high: 2% low: 2%

Youth who are physically active: Range across KC districts: high: 75% low: 75%

Youth who have positive social-emotional development: Range across KC districts: high: 77% low: 77%

Youth who are not suspended/expelled from school: Range across KC districts: high: 2% low: 2%

Youth who are physically active: Range across KC districts: high: 75% low: 75%
### Performance measures: Sustaining the gain (5 – 24 years)

<table>
<thead>
<tr>
<th>Investment area and strategy</th>
<th>Stage of development</th>
<th>How much did we do?</th>
<th>How well did we do it?</th>
<th>Is anyone better off?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Youth Development</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| General                     | Delivering impact   | Number of youth and young adults enrolled | 2,355 | Percent of enrolled youth and young adults engaged in services (ongoing long term services) | * Percent of youth and young adults feeling hopeful and optimistic about the future (ongoing long term services) | *
|                             |                     |                     |                       | Percent of enrolled youth and young adults that successfully complete services (services with start/end date) | * Percent of youth and young adults feeling hopeful and optimistic about the future (services with start/end date) | *
| Relationships                | Delivering impact   | Number of youth and young adults enrolled | 1,518 | Percent of enrolled youth and young adults engaged in services (ongoing long term services) | * Percent of youth and young adults reporting increased knowledge skills related to healthy relationships | *
|                             |                     |                     |                       | Percent of enrolled youth and young adults that successfully complete services (services with start/end date) | * | *
| **School Partnerships**     |                     |                     |                       |                      |
| Trauma-Informed and Restorative Practices in School Environments (TIRP) | Building momentum  | Number of people participating in TIRP programs | * | Percent of participants who adopted trauma-informed practices/behavior (draft) | * Percent of students with improved attendance | *
|                             |                     |                     |                       | Percent of participants who increased their TIRP competencies, knowledge or skills (draft) | * Percent of schools with improved school climate and culture | *
|                             |                     |                     |                       | Percent of participants who feel more connected, valued and/or safe (draft) | * Percent of youth with strengthened sense of self, identity and empowerment | *
| Screening, Brief Intervention, and Referral to Services (SBIRT) (Academic year 2018-2019 performance measures) | Building momentum  | Percent of Learning Collaborative meetings attended by each interventionist | * | Percent of Tier 2, 3 youth at screening who received at least 1 BI meeting | * Percent of interventionists reporting improvements in SBIRT-SB Learning Competencies | *
|                             |                     |                     |                       | Number students opted out by their caregiver | * | *
|                             |                     |                     |                       | Number of referrals made by type, status | * | *
|                             |                     |                     |                       | Impacts on youth outcomes, including preventing or delaying the onset of substance use and increasing school connection. These measures will be finalized pending evaluation results from Year 1. (draft) | * | *

* Not Measured in 2018.
<table>
<thead>
<tr>
<th>Investment area and strategy</th>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>Out of School Time (OST)</strong></td>
<td>Delivering impact</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Average number of youth served daily (Jan-June)</td>
<td>627</td>
<td>Number of OST awardees participating in quality supports</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Average number of youth served daily (June-Aug)</td>
<td>829</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Average number of youth served daily (Sept-Dec)</td>
<td>908</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of youth served by program (Jan-June)</td>
<td>1,030</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of youth served by program (June-August)</td>
<td>1,189</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of youth served by program (Sept-Dec)</td>
<td>1,569</td>
<td></td>
</tr>
<tr>
<td><strong>School-Based Health Centers (SBHC)</strong></td>
<td>Delivering impact</td>
<td>Number of unduplicated students who used medical and mental health SBHC services</td>
<td>1,025</td>
<td>Percent of SBHC users who received a standardized risk assessment</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of SBHC visits for medical and mental health services</td>
<td>5,732</td>
<td>Percent of SBHC users who screen positive for depression and who receive mental health counseling</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Percent of SBHC users who screen positive for drug/alcohol issues who receive a brief intervention and/or referral to services as appropriate (SBIRIS)</td>
<td>26%</td>
<td></td>
</tr>
<tr>
<td><strong>Transitions to Adulthood</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Behavioral Health Services at Youth Re-engagement Centers</strong></td>
<td>Delivering impact</td>
<td>Number of youth and young adults screened</td>
<td>258</td>
<td>Percent of youth and young adults with an individual service plan within 30 days of enrollment into services</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Percent of youth and young adults making progress towards their service plan during the quarter</td>
<td>*</td>
<td></td>
</tr>
<tr>
<td><strong>Work Training Education</strong></td>
<td>Delivering impact</td>
<td>Number of youth and young adults enrolled</td>
<td>288</td>
<td>Percent of youth and young adults assessed within 30 days of enrollment</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Percent of youth and young adults enrolling into college or advanced training</td>
<td>*</td>
<td></td>
</tr>
<tr>
<td><strong>Work Training Employment</strong></td>
<td>Delivering impact</td>
<td>Number of youth and young adults enrolled</td>
<td>60</td>
<td>Percent of youth and young adults completing training (4 or 11 weeks)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Percent of youth and young adults gaining employment that make $20 per hour or more</td>
<td>*</td>
<td></td>
</tr>
</tbody>
</table>

* Not Measured in 2018.
## Transitions to Adulthood (continued)

<table>
<thead>
<tr>
<th>Investment area and strategy</th>
<th>Stage of development</th>
<th>How much did we do?</th>
<th>How well did we do it?</th>
<th>Is anyone better off?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Career Launch Pad</td>
<td>Delivering impact</td>
<td>Number of youth and young adults enrolled: 219</td>
<td>Number of youth and young adults who completed job readiness training: 95</td>
<td>Number of youth and young adults placed into employment: 43</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Number of youth and young adults making $12+ per hour: 40</td>
</tr>
<tr>
<td>Peer Connectors Project</td>
<td>Delivering impact</td>
<td>Number of youth and young adults referred to the program: 612</td>
<td></td>
<td>Percent of youth and young adults who re-engaged in school or employment: 35%</td>
</tr>
</tbody>
</table>

## Family and Community Connections

### Adolescent Immunization Improvement Partnership
- Laying the groundwork
- In development

### Healthy and Safe Environments
- Delivering impact
- Number of people trained: 2,293
- Number of connections made or strengthened: 180
- Number of people who are potentially better off from new or improved policies or environments: >120,000
- Number of trainings or workshops: 125
- Number of new or improved systems and/or environments: 341
- Number of policies changed: 4

### Family Engagement
- Laying the groundwork
- Number caregiver calls each month: *
- Percent of caregivers who rate Kinship staff's sensitivity to their culture/ethnicity as "good" or "excellent": *
- Percent of caregivers who re-engaged in school or employment: *
- Percent of caregivers receiving services from Kent Navigator and Seattle Navigator: *
- Percent of caregivers who felt the kinship services helped their situation "a lot": *
- Number of caregivers and youth participating in kinship activities/events: *

### Stopping the School to Prison Pipeline

#### Community Supports
- Delivering impact
- Number of youth and young adults enrolled: 601
- Percent of enrolled youth and young adults that were assessed three sessions after enrollment: 75%
- Percent of enrolled youth and young adults with a service plan six sessions after enrollment: 68%

#### Mentoring
- Delivering impact
- Number of youth enrolled: 23
- Percent receiving case management for three months or more: **
- Percent of youth that stay in school or graduate: **
- Percent mentoring hours 12+: **
- Percent timely assessment: **
- Percent improved score: **

#### Outreach and Case Management
- Delivering impact
- Number of youth and young adults screened: 466
- Percent of all enrolled youth and young adults who made progress towards their service plan during at least one quarter of the calendar year: 35%
- Number of new youth and young adults enrolled: 193
- Percent of youth and young adults achieving a short-term outcome per their service/goal plan: *

* Not Measured in 2018.
** Being revised in 2018.
<table>
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<tbody>
<tr>
<td><strong>Stopping the School to Prison Pipeline (continued)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Theft 3 and Mall Safety (T3AMS)</strong></td>
<td>Delivering impact</td>
<td>Number of youth contacted through outreach services</td>
<td>85</td>
<td>Percent of youth that made progress towards their service plan during at least one quarter</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of youth who enrolled in the program after being offered outreach services</td>
<td>22</td>
<td></td>
</tr>
<tr>
<td><strong>Project SCOPE</strong></td>
<td>Delivering impact</td>
<td>Number of youth and young adults enrolled</td>
<td>57</td>
<td>Number of youth and young adults making progress toward a high school diploma or GED</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Number of youth and young adults completing internships/unsubsidized employment placements</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Number of youth and young adults placed in an internship</td>
</tr>
<tr>
<td><strong>CEDAR Program</strong></td>
<td>Delivering impact</td>
<td>Number of eligible youth referred</td>
<td>*</td>
<td>Percent with 30 days or less between arraignment and Positive Achievement Change Tool (PACT) assessment</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of eligible cases referred</td>
<td>*</td>
<td>Percent of eligible youth that receive accelerated plea offer, PACT, and case staffing (community-based intervention plan)</td>
</tr>
<tr>
<td><strong>Rebuild the Village/Credible Messengers</strong></td>
<td>Delivering impact</td>
<td>Number of credible messengers trained</td>
<td>67</td>
<td>In development</td>
</tr>
</tbody>
</table>

* Not Measured in 2018.
Performance measures: Youth and family homelessness prevention initiative

<table>
<thead>
<tr>
<th>Investment area and strategy</th>
<th>Stage of development</th>
<th>How much did we do?</th>
<th>How well did we do it?</th>
<th>Is anyone better off?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Youth and Family Homelessness Prevention Initiative (YFPHI)</td>
<td>Delivering impact</td>
<td>Number of clients served through YFPHI</td>
<td>7,134</td>
<td>$1,938</td>
</tr>
<tr>
<td>Number of households served through YFPHI</td>
<td>2,357</td>
<td>Number of exits to permanent housing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of children under the age of 18 served through YFPHI</td>
<td>4,075</td>
<td>Percentage of households exiting YFPHI that remain stably housed within 6 months</td>
<td>94%</td>
<td></td>
</tr>
</tbody>
</table>
Cross-cutting changes, successes, and challenges reported by partners

(Prenatal to 24; majority of investments in contract for at least three months in 2018)

<table>
<thead>
<tr>
<th>Topic</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Over the past six months, what changes (if any) have you made to your program or organization to better serve children, youth, families, or communities?</td>
<td>Types of changes made to programs to improve a certain aspect of program planning, implementation, delivery, management, or sustainability</td>
</tr>
<tr>
<td>Program improvement:</td>
<td>Developing partnerships with other organizations who are working towards similar outcomes or have shared goals</td>
</tr>
<tr>
<td>Organizational partnership:</td>
<td>Description of ways program has been expanded to reach more people or provide new services</td>
</tr>
<tr>
<td>Program expansion:</td>
<td>Developing partnerships with other organizations who are working towards similar outcomes or have shared goals</td>
</tr>
<tr>
<td>Staff development:</td>
<td>Types of changes made to programs to improve a certain aspect of program planning, implementation, delivery, management, or sustainability</td>
</tr>
<tr>
<td>Equity:</td>
<td>Staff are hired, trained, or use/apply new skills or knowledge (beyond attending a training) that increases their capacity to do work well</td>
</tr>
<tr>
<td>Program delivery:</td>
<td>Program is addressing or participants are experiencing systemic or interpersonal oppression or discrimination related to race, ethnicity, language, immigration status, gender, sexual orientation, or other forms of identity.</td>
</tr>
</tbody>
</table>

Please highlight one major success from your program over the past 6 months (something that you feel was a great help to accomplishing your program goals).

<table>
<thead>
<tr>
<th>Topic</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational partnership:</td>
<td>Developing partnerships with other organizations who are working towards similar outcomes or have shared goals</td>
</tr>
<tr>
<td>Community engagement:</td>
<td>Soliciting information or feedback from families and community members who may or may not be receiving services (weighting applied to indicate # of people if this info is offered)</td>
</tr>
<tr>
<td>Program improvement:</td>
<td>Types of changes made to programs to improve a certain aspect of program planning, implementation, delivery, management, or sustainability</td>
</tr>
<tr>
<td>Staff development:</td>
<td>Staff are hired, trained, or use/apply new skills or knowledge (beyond attending a training) that increases their capacity to do work well</td>
</tr>
<tr>
<td>Program delivery:</td>
<td>Discussion of delivering intended services or programming among focus community</td>
</tr>
</tbody>
</table>

Please highlight one major challenge from your program over the past 6 months (something that you feel was a great barrier to accomplishing your program goals).

<table>
<thead>
<tr>
<th>Topic</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational partnership:</td>
<td>Developing partnerships with other organizations who are working towards similar outcomes or have shared goals</td>
</tr>
<tr>
<td>Staff development:</td>
<td>Staff are hired, trained, or use/apply new skills or knowledge (beyond attending a training) that increases their capacity to do work well</td>
</tr>
<tr>
<td>Recruitment and outreach:</td>
<td>Successes, challenges, and/or strategies related to recruiting families/youth/participants in terms of identifying clients and doing outreach to prospective clients</td>
</tr>
<tr>
<td>Time:</td>
<td>Mention of lack of time, abundance of time, or aspect of work being too time consuming</td>
</tr>
<tr>
<td>Staff capacity, retention, and turnover:</td>
<td>Pertains to efforts or challenges with staff capacity, retaining staff, or discussions of staff turnover</td>
</tr>
</tbody>
</table>

Over the past six months, did you/your organization make progress towards changing a policy, system, or environment as a result of your BSK program? If so, please describe.

<table>
<thead>
<tr>
<th>Topic</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Policy:</td>
<td>Providing education to inform policies and procedures at different levels (program/organization/neighborhood/community/countywide) that may lead to system changes</td>
</tr>
<tr>
<td>Organizational partnership:</td>
<td>Developing partnerships with other organizations who are working towards similar outcomes or have shared goals</td>
</tr>
<tr>
<td>Systems:</td>
<td>Pertains to systems working in new ways at different levels (program/organization/neighborhood/community/countywide) that relate to achieving outcomes, and sustaining that change.</td>
</tr>
<tr>
<td>Environment:</td>
<td>Pertains to environmental changes at different levels (program/organization/neighborhood/community/countywide) that relate to achieving outcomes</td>
</tr>
<tr>
<td>Equity:</td>
<td>Program is addressing or participants are experiencing systemic or interpersonal oppression or discrimination related to race, ethnicity, language, immigration status, gender, sexual orientation, or other forms of identity.</td>
</tr>
</tbody>
</table>

Note: Table represents commonly reported items from semi-annual narrative reports submitted by Best Starts for Kids partners.
### Original Place-Based Sites

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Improvement</th>
<th>Direction Expected</th>
<th>King County population</th>
<th>Rainier Valley</th>
<th>SeaTac/Tukwila</th>
<th>White Center</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Health</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Life Expectancy (number of years)</td>
<td>Increase</td>
<td></td>
<td>81.8</td>
<td>81.7</td>
<td>80.2</td>
<td>81.3</td>
</tr>
<tr>
<td>Adults Not Participating in Leisure-Time Physical Activity (percent)</td>
<td>Decrease</td>
<td></td>
<td>16.2</td>
<td>15.3</td>
<td>24.4</td>
<td>20.2</td>
</tr>
<tr>
<td><strong>Housing</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Households paying less than 30% of income on housing (percent)</td>
<td>Increase</td>
<td></td>
<td>64.0</td>
<td>68.7</td>
<td>53.2</td>
<td>58.3</td>
</tr>
<tr>
<td>Households paying less than 50% of income on housing (percent)</td>
<td>Increase</td>
<td></td>
<td>85.2</td>
<td>87.5</td>
<td>81.2</td>
<td>80.7</td>
</tr>
<tr>
<td>Adults Not Participating in Leisure-Time Physical Activity (percent)</td>
<td>Decrease</td>
<td></td>
<td>16.2</td>
<td>15.3</td>
<td>24.4</td>
<td>20.2</td>
</tr>
<tr>
<td><strong>Economic Opportunity</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Households with income below 200% of Federal Poverty Level (percent)</td>
<td>Decrease</td>
<td></td>
<td>24.3</td>
<td>22.2</td>
<td>40.4</td>
<td>37.2</td>
</tr>
<tr>
<td>Youth, Age 16-24 in School/Employed (percent)</td>
<td>Increase</td>
<td></td>
<td>88.5</td>
<td>90.9</td>
<td>90.3</td>
<td>92.0</td>
</tr>
<tr>
<td><strong>Community Connection</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adolescents with an adult they can talk with (percent)</td>
<td>Increase</td>
<td></td>
<td>75.7</td>
<td>76.2</td>
<td>65.4</td>
<td>64.7</td>
</tr>
<tr>
<td><strong>Composite of Eight Indicators</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Composite of Life expectancy, rates of diabetes, obesity, smoking, unemployment, poor housing conditions and living below 200% of poverty</td>
<td>Decrease</td>
<td></td>
<td>105.2</td>
<td>98.7</td>
<td>128.0</td>
<td>113.7</td>
</tr>
</tbody>
</table>

**NOTES:**
2. Data specific to transgender residents are not available.
3. Involuntary displacement indicator:
   - Rates of involuntary displacement are not currently available. COO is working with partners to identify novel data sources to expand our ability to track involuntary displacement.
   - Work to date includes three ongoing efforts:
     - Neighborhood assessment of displacement risk. Data sets include census and/or assessor data to classify neighborhoods into stages of development and stages of gentrification.
     - Assessment of social distance between current residents of a neighborhood and households who have arrived within the last year. Comparisons may include a number of social and demographic characteristics.
     - Identification of new data sources.
4. Composite Index: The composite is the sum of eight indicators included in the original composite used to select COO target geographic areas.
5. Community Connections data is 2014 and 2016
**New place-based and cultural communities***

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Improvement Direction Expected</th>
<th>King County population</th>
<th>Central Seattle</th>
<th>Kent</th>
<th>Snoqualmie North Bend</th>
<th>Skykomish</th>
<th>Latino Community (South KC)</th>
<th>AIAN</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Health</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Life Expectancy (number of years)</td>
<td>Increase</td>
<td>81.8</td>
<td>81.7</td>
<td>81.7</td>
<td>79.2</td>
<td>81.8</td>
<td>83.7</td>
<td>74.5</td>
</tr>
<tr>
<td>Adults Not Participating in Leisure-Time Physical Activity (percent)</td>
<td>Decrease</td>
<td>16.2</td>
<td>15.3</td>
<td>12.7</td>
<td>20.7</td>
<td>13.1</td>
<td>24.1</td>
<td>21.0</td>
</tr>
<tr>
<td><strong>Housing</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Households paying less than 30% of income on housing (percent)</td>
<td>Increase</td>
<td>64.0</td>
<td>68.7</td>
<td>63.5</td>
<td>59.6</td>
<td>72.5</td>
<td>52.6</td>
<td>61.3</td>
</tr>
<tr>
<td>Households paying less than 50% of income on housing (percent)</td>
<td>Increase</td>
<td>85.2</td>
<td>87.5</td>
<td>83.7</td>
<td>82.9</td>
<td>89.6</td>
<td>81.4</td>
<td>79.2</td>
</tr>
<tr>
<td><strong>Economic Opportunity</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Households with income below 200% of Federal Poverty Level (percent)</td>
<td>Decrease</td>
<td>24.3</td>
<td>22.2</td>
<td>27.2</td>
<td>33.2</td>
<td>9.8</td>
<td>49.1</td>
<td>40.7</td>
</tr>
<tr>
<td>Youth, Age 16-24 in School/Employed (percent)</td>
<td>Increase</td>
<td>88.5</td>
<td>90.9</td>
<td>93.5</td>
<td>87.1</td>
<td>Not available</td>
<td>81.1</td>
<td>79.3</td>
</tr>
<tr>
<td><strong>Community Connection</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adolescents with an adult they can talk with (percent)</td>
<td>Increase</td>
<td>75.7</td>
<td>76.2</td>
<td>74.7</td>
<td>71.4</td>
<td>Not available</td>
<td>64.3</td>
<td>71.4</td>
</tr>
<tr>
<td><strong>Composite of Eight Indicators</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Composite of Life expectancy, rates of diabetes, obesity, smoking, unemployment, poor housing conditions and living below 200% of poverty</td>
<td>Decrease</td>
<td>105.2</td>
<td>98.7</td>
<td>34.6</td>
<td>120.3</td>
<td>37.6</td>
<td>Not available</td>
<td>Not available</td>
</tr>
</tbody>
</table>

*Baseline data starts in 2017, directly prior to when COO investments began in these new sites.

NOTES:
2. Data specific to transgender residents are not available.
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     - Identification of new data sources.
4. Composite Index: The composite is the sum of eight indicators included in the original composite used to select COO target geographic areas.
5. Community Connections data is 2014 and 2016.
## Communities of Opportunity 2018 Performance Measures

*Reporting Period: January 2018 - September 2018*

<table>
<thead>
<tr>
<th>Number Of</th>
<th>Capacity Building Events</th>
<th>Community Events</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Events</td>
<td>Participants</td>
<td>Events</td>
</tr>
<tr>
<td>Place-based and Cultural Community Partnerships</td>
<td>28</td>
<td>1,716</td>
<td>70</td>
</tr>
<tr>
<td>Workforce Development</td>
<td>13</td>
<td>1,474</td>
<td>-</td>
</tr>
<tr>
<td>Systems &amp; Policy Change Partners</td>
<td>40</td>
<td>1,661</td>
<td>75</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>81</strong></td>
<td><strong>4,851</strong></td>
<td><strong>145</strong></td>
</tr>
</tbody>
</table>

*Total number of participants in events may include duplicates. Excluded counts for one large, regional rally.

<table>
<thead>
<tr>
<th>New organizational relationships developed</th>
<th>Organizational relationships strengthened</th>
</tr>
</thead>
<tbody>
<tr>
<td>Place-based and Cultural Community Partnerships</td>
<td>29</td>
</tr>
<tr>
<td>Systems &amp; Policy Change Partners</td>
<td>62</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>91</strong></td>
</tr>
</tbody>
</table>

### Residents in Leadership roles within communities and across King County

<table>
<thead>
<tr>
<th>Adults</th>
<th>Youth</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>179</td>
<td>85</td>
<td>264</td>
</tr>
</tbody>
</table>

RPC Meeting Packet  

Page 188  

October 9, 2019
“Our staff love Best Starts for Kids because of the opportunity it gave immigrant and refugee residents of King County. Getting advice from a technical advisor who was once a refugee himself was phenomenal. Best Starts gave us more hope.”

— Faduma Ahmed, Director of Planning & Development, Bridging Cultural Gaps

Best Starts for Kids encourages collaboration and partnership between organizations. While this list reflects the primary agencies holding contracts with Best Starts for Kids, many others carry out the work in partnership with these organizations.

4 Culture/Creative Justice
ACE Academy
Africatown
Alliance for Gun Responsibility
Allison Metz LLC
Alternative Consulting One
ANEW
API Chaya
Art with Heart
Arts Corps
Asian Counseling and Referral Service
Atlantic Street Center
Auburn School District
Auburn Youth Resources
Balance In Breath, LLC
Bella’s Creative Learning Center
Bellevue Boys & Girls Club
Bellevue School District
Bellevue Schools Foundation
Bellevue YMCA
Birth to Three Developmental Center
Black Star Line African Family Educational Collective
Boyer Children’s Clinic
Boys & Girls Club of King County
Briana Herman-Brand
Bridging Cultural Gaps
Cardea Services
Cascade Middle School
Catholic Community Services
Center for Ethical Leadership
Center for Human Services
Center for MultiCultural Health for Asian Pacific Islander
Coalition Advocating Together (APICAT)
Central Area Youth Association
Centro Rendu of St. Vincent de Paul
Cham Refugees Community
Child Care Resources
Childhaven
Children’s Home Society of Washington
Children’s Therapy Center
ChildStrive
Chinese Information and Service Center
City of Renton — Recreation and Neighborhoods Division
City of Shoreline
City of Tukwila
City Year Seattle/King County
Coalition for Refugees from Burma
Communities in Schools of Renton
Communities in Schools of Seattle
Community Cafe Collaborative
Community Network Council
Community Passageways
Congolese Integration Network
Crisis Connections
DAWN — Domestic Abuse Women’s Network
Delridge Neighborhoods Development Association
Denise Louie Education Center
Dick Scobee Elementary School
Dispute Resolution Center of King County
Divine Alternative for Dads Services
East African Community Services
Eastside Baby Corner
Eastside Pathways
El Centro de la Raza
Emerging Design Consulting LLC
Empowering Youth & Families Outreach
Encompass
Enumclaw School District
Enumclaw School District — J.J. Smith Birth to Five Center
Experimental Education Unit
Families of Color Seattle
Family Conversations
Family Works
Federal Way Public Schools
Filipino Community of Seattle
First Five Years & Beyond
Food Empowerment Education Sustainability Team (FEEST)
Friends of the Children
Friends of Youth
Gage Academy of Art
Geeking out Kids of Color (GoKic)
Gender Diversity
Glover Empower Mentoring
Good Shepherd Youth Outreach
Goodwill
Greater Maple Valley Community Center
Greenplay Northwest
HealthPoint
Hearing, Speech & Deaf Center
Highline Public Schools
HopeCentral Pediatrics and Behavioral Health
Horn of Africa Services
India Association of Western Washington
Inspirational Workshops
Institute for Community Leadership
Intercultural Children and Family Services
Interim Community Development Association
International Community Health Services
Iraqi Community Center of Washington
Journeymen Institute
Kaiser Permanente
Kent School District
Kent Youth & Family Services
Kids Quest
Kindering
King County Sexual Assault Resource Center
Korean Community Services Center
Lake Washington School District
Lambert House
Latino Community Fund of Washington
Life Enrichment Group
LifeWire
Listen and Talk
Living Well Kent
Luther Memorial Evangelical Lutheran Church of Seattle
Mentoring Urban Students and Teens
ML Whalen Consulting LLC
Mother Africa
Multi-Service Center
Na’ah Illahee Fund
National Center for Restorative Justice
Native Women in Need
Navos
NeighborCare Health
Neighborhood House
New Horizons
North Seattle College
Northshore School District
Northshore Youth & Family Services
Northwest Center
NW School for the Deaf and Hard of Hearing
Open Arms Perinatal Services
Open Doors for Multicultural Families
Para Los Niños de Highline
Parent Trust for Washington Children
Partner in Employment
Partners at Lowell
Partners for Our Children
Partners In Education Reform and Student Success
POCAAN
Powerful Voices
Puentes: Advocacy, Counseling, & Education
Puget Sound Educational Service District
Rainier Beach Action Coalition
Rainier Valley Corps
Refugee Women’s Alliance
Renton Area Youth & Family Services
Renton School District
Renton School District–Dimmitt
Middle School
Renton School District–Hazelwood Elementary School
Restorative Justice Center of the NW LLC
Restore, Assemble, Produce
Rethinking Schools
Riverton Park United Methodist Church
Ryther
Safe Futures
School’s Out Washington
Sea Mar Community Health Center
Seattle Cares Mentoring Movement
Seattle Children’s Hospital — Odessa Brown Children’s Clinic
Seattle Children’s PlayGarden
Seattle Education Access
Seattle Indian Health Board
Seattle King County NAACP
Seattle Parks and Recreation
Seattle Public Schools
Seattle Public Schools — Orca K-8
Seneca Family of Agencies
Shoreline Public Schools
Shunpike
Sisters in Common
Skykomish School District
Skyway Solutions
Snoqualmie Valley Community Network
Snoqualmie Valley School District
SnoValley Tilth
Society of St. Vincent de Paul
Somali Doulas Northwest
Somali Family Safety Task Force
Somali Health Board
Somali Youth & Family Club
Sound Discipline
Sound
South Seattle Women's Health Foundation
Southeast Youth & Family Services
Southwest Youth & Family Services
St. Vincent de Paul — Centro Rendu
Stay and Play Learning Center PHZ 2
STEM Paths Innovation Network
Street Yoga
Swedish Health Services
Tahoma School District
TeamChild
Techbridge Girls
The Arc of King County
The Athena Group, LLC
The Austin Foundation
The DOVE Project
The Imagine Institute
The Joseph Project
The Mockingbird Society
The Northwest Network
The Passion Center Overseer & Successors
The Seattle Foundation
Therapeutic Health Services
Thrive by Five Washington
Tilth Alliance
Tiny Trees Preschool
Trail Youth
Treehouse
Tukwila School District
United Indians of All Tribes Foundation
United Way of King County
University of Washington
University of Washington School of Nursing
University of Washington School of Public Health — Department of Epidemiology and Northwest Center for Public Health Practice
University of Washington School of Social Work
University of Washington Survey Research Division
University Tutors for Seattle Schools
Unleash The Brilliance
Upower
Urban Family Center Association
Urban League of Metropolitan Seattle
Urban Native Education Alliance
Vashon Island School District
Vashon Youth & Family Services
Vietnamese Friendship Association
Voices of Tomorrow
WA-BLOC
Walk Away City Collaborative
WAPI Community Services
Washington Association for Infant Mental Health
Washington Autism Alliance & Advocacy
Washington State Charter School Association
WeAPP
Wellspring Family Services
West African Community Council
WestED
Westside Baby
White Center Community Development Association
White Water Aquatic Management
WithinReach
Wonderland Developmental Center
World Mind Creation Academy
World Relief Seattle
YMCA of Greater Seattle
Young Women Empowered
Youth Eastside Services
YouthCare
YWCA Seattle, King County, Snohomish
Zeno
COMMUNITIES OF OPPORTUNITY PARTNERS

Best Starts for Kids invests in Communities of Opportunity, a community-led initiative catalyzed by King County and the Seattle Foundation. While this list reflects the primary agencies holding contracts with Communities of Opportunity, many others work in partnership with these organizations.

Community partnerships — place-based and cultural communities

- Community Network Council
- Global to Local
- HomeSight
- Hopelink
- Ingersoll Gender Center
- Latino Community Fund
- Potlatch Fund
- Umoja PEACE Center
- White Center Community Development Association

Institutional systems and policy change

- All In For Washington
- API Chaya
- Casa Latina
- Chief Seattle Club
- Church Council of Greater Seattle
- Civil Survival
- Communities in Action
- Community Justice Project
- EmPower
- Federal Way Youth Action Team
- Food Empowerment Education Sustainability Team (FEEST)
- Friends of Little Saigon
- Got Green
- Ingersoll Gender Center
- Open Doors of Multicultural Families
- Para Los Niños de Highline
- Puget Sound Sage
- Seattle Indian Health Board
- Somali Family Safety Task Force
- Somali Health Board
- South King County Discipline Coalition
- Statewide Poverty Action Network
- Tenants Union of Washington State
- Washington Bus Education Fund
- Washington Dreams Coalition
- Washington Indian Civil Rights Commission
- Yesler Community Collaborative

Evaluation, policy cohort, and philanthropic partners

- BDS Planning & Urban Design
- Futurewise
- Headwater People
- Seattle Foundation
- Story 2 Design
Making King County a welcoming community where every person can thrive.

**Best Starts for Kids**

Best Starts for Kids strengthens families and communities so that babies are born healthy, children thrive and establish a strong foundation for life, and young people grow into happy, healthy adults.

**MIDD Behavioral Health Sales Tax Fund**

MIDD supports equitable opportunities for health, wellness, connection to community, and recovery for King County residents living with or at risk of behavioral health conditions, through a continuum of care that includes prevention, early intervention, crisis diversion, recovery, and reentry.

**Veterans, Seniors, and Human Services Levy**

The Veterans, Seniors, and Human Services Levy connects veterans and servicemembers, residents age 55 or older, and vulnerable populations to affordable housing, employment, behavioral health treatment, and other programs and services that help them, their families, and their caregivers live healthy, productive, and meaningful lives.
Best Starts for Kids
Youth and Family Homelessness Prevention Initiative
2018 Outcomes and Independent Evaluation Report

King County
Department of Community and Human Services
Housing and Community Development
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Introduction

Best Starts for Kids (BSK) Youth and Family Homelessness Prevention Initiative (YFHPI) is entering its third year. With the YFHPI, King County has assumed a leadership role in homelessness prevention. YFHPI’s model serves households that, without assistance, are at extreme risk of becoming homeless. Through a combination of intensive case management services and flexible financial assistance, households at imminent risk of homelessness are able to stay in their homes and avoid entering the homeless system.

As required in the YFHPI implementation plan, this report shares information on program outcomes and strategies. This report also details the work to ensure an independent evaluation of the initiative.

2018 Key Accomplishments

In 2018, more youth and young adults and households with children were able to avoid an episode of homelessness, thanks to the dedicated work of YFHPI case managers. Since the program began, YFHPI has supported 7,134 people. Nine out of ten households exiting YFHPI remained outside the homelessness system, and 21 percent were able to resolve their housing crisis without financial assistance. Staff received higher levels of training, resulting in households attaining higher levels of stabilization. Another key accomplishment was the development of a randomized control trial of YFHPI with external evaluators from Notre Dame, described in detail in this report.

Learning Circles – Making the Difference

In 2018, monthly learning circles continued to be the pillar upon which YFHPI provided training. Morning learning circles offer case managers one-on-one technical assistance from County staff, while also providing a space to network and team-build. Afternoon learning circles brought in consultants to facilitate enhanced learning in how to work with communities disproportionately represented in the homeless system. Professional development opportunities were expanded in 2018 with the addition of consultant Ken Kraybill, renowned Motivational Interviewing Trainer, working with case managers in guiding clients to empower themselves to reach higher levels of housing stability.
Case managers share the value of monthly learning circles:

“It’s the one place that everyone already understands the stresses that come with the job. I get so many encouragements and support – it feels like home. I’ve never experienced the cohesiveness of this team anywhere else.” – Liletha Williams, Atlantic Street Center

“The value of this monthly learning circle is the best thing in this field. It’s best thing best because you can learn new things and how to do case management efficiently.” – John Deng Duot, Iraqi Community Center of Washington

“The value is that it continues to keep the team together in a forum to be able to ask questions so that we are all on the same page, especially when it relates to clients.” – Tanya Robertson, Therapeutic Health Services
“I love to bounce ideas off the other case managers. Many times I have found solutions to issues by just asking a question to the group.” – Akia Forward, Multi-Service Center

“The learning circles have helped me learn, grow and expand my knowledge to provide better services to our clients. I’m grateful to be a part of this wonderful team which always share ideas and resources. I’m also grateful to the YFHPI Prevention and Diversion Program Manager, for providing never ending support, especially when PIE lost our Executive Director in December, Amina Ahmed.” – Rother Rashid, Partner in Employment
Technical Assistance

In 2018, the YFHPI staffing grew, allowing for more individualized training and technical assistance. Case managers gained the opportunity to talk over individual client cases with County staff, with consultants, and with their peers. They gained a sounding board as they worked to determine “imminent risk” of homelessness and service planning. Additionally, case managers received assistance in the use of the prevention database.

To address case manager turnover, King County offers the YFHPI model, evaluation and database training to each new case manager.

Case managers voiced strong support for the assistance and training:

“You just have to ask. Both YFHPI staff and Bitfocus are ready and able to help whenever there is a question.” – Agueda Dudley-Berrios, YouthCare

“I get prompt responses and solid support” – Lee Durfy, Kent Youth and Family Services

“I know without a doubt that any problem I encounter; there is someone on our YFHPI team willing and able to assist so it’s easy to ask for help.” – Liletha Williams, Atlantic Street Center

“From the very small request to the larger help I need, I have felt very supported. Any question or technical support I need is handled with kindness and is always prompt and relevant.” – Cindy Obtario, Friends of Youth
Monthly case manager trainings in 2018 covered the following topics:

<table>
<thead>
<tr>
<th>Month/Year</th>
<th>Presentation / Presenters</th>
</tr>
</thead>
</table>
| January 2018 | Budgeting 101 – Greg Hollmann  
Regional Access Points – Stan Brownlow  
Evaluation and Randomization – Kim Dodds |
| February 2018 | Implicit/Explicit Bias Training – All Home  
Vulnerability Tool Training – Kim Dodds |
| March 2018 | Evaluation Training – Kim Dodds  
LGBTQ Cultural Competency - Revelry Media |
| April 2018 | Evaluation Training – LEO (2 sessions) |
| May 2018 | Follow-up to Evaluation Training – Notre Dame  
YFHPI and System Concerns – Hedda McLendon |
| June 2018 | LGBTQ Cultural Competency – Revelry Media |
| July 2018 | Case Manager Self Care  
(Movie – *Homeless to Harvard*) – Kim Dodds |
| August 2018 | Motivational Interviewing – Ken Kraybill |
| September 2018 | AM: Legal clinic  
PM: LGBTQ Cultural Competency – Revelry Media |
| October 2018 | Motivational Interviewing – Ken Kraybill |
| November 2018 | LGBTQ Cultural Competency – Revelry Media |
| December 2018 | Holiday Celebration – Team Building |
Targeting Households at Imminent Risk

In 2018, King County aligned with the City of Seattle to use the Seattle/King County Homelessness Prevention Vulnerability Tool. This tool looks at several factors to determine risk for homelessness.

The predictive factors include:

- Single parent household (more risk if parent is under the age of 25)
- Current household income
- Prior rental evictions
- History of homelessness
- Number of children in the household
- Sudden adverse change in circumstances (income, employment, hospitalization).

The first step for a perspective client is meeting with a YFHPI case manager to identify the level of assistance needed. If the case manager identifies imminent risk of housing loss, they use the Seattle/King County Homelessness Prevention Vulnerability Tool to qualify the household for YFHPI services. Clients scoring 15 or above on the tool are at risk; those at the higher end of the range (29 and above) are identified at highest risk.

Clients at highest risk immediately receive case management and are eligible for flexible funds.

Case management is a core strength in prevention services, but another key to achieving housing stability is flexible funding. While 21 percent did not need any financial assistance, the majority of YFHPI participants needed some level of flexible funding to achieve stability.

In May 2018, King County implemented a funding limit for households of $2,300 per year. A funding limit was introduced in tandem with the randomized control trial, in an effort to reduce the impacts for agencies whose clients would be randomized to receive flexible funds only. King County originally set $1,700 as the funding limit per year, but after inviting case manager and agency input, the County raised the limit to $2,300.

In 2018, actual average household assistance across all households receiving financial assistance was approximately $1,900.
Client Stories

Intensive training has prepared YFHI case managers to work with individuals and families and truly make a difference in the lives of youth and families identified as at imminent risk of homelessness. Meet just a few of the youth and families helped in 2018.

Therapeutic Health Services

“Preventing someone from becoming homeless is one of the greatest gifts the community can provide to a family. Growing up, I was homeless several times. As an adult, I faced becoming homeless again, but now with my children. After starting a new job, I was laid off. Behind in rent, and no family support, I didn’t know what to do.

Tanya with Therapeutic Health Services helped me find a job and assisted with my past-due rent. She helped me with my resume and actually gave me a list of employers that were hiring. I was depressed, but with her help, she guided me back into the work force! I am now employed fulltime! We have a roof over our head and I am able to provide for my family.”
Friends of Youth

Jackson came to Seattle to build a life after his family kicked him out of his home for being gay. Jackson briefly lived with an aunt while looking for a job and a place to live. Jackson’s first job did not work out. Facing a job loss, he also faced eviction. Jackson came to Friends of Youth (FOY) for help.

FOY provided employment assistance and rent support. He gained new employment, but then suffered a stroke. Newly employed, he had insurance, but no paid time off. FOY continued to support Jackson to avoid a housing loss.

Today, employed, stably housed, and connected to the Seattle community, Jackson is thriving. Without YFHP support, his story would be very different.
Terry and his son enrolled with the Arc of King County, which specializes in serving people with intellectual or physical disabilities. Social Security is their sole source of income, and Terry has worked hard to live frugally and make smart use of their available funds. In March 2017, however, the family experienced the imminent risk of homelessness after a long-term roommate moved out. An Arc of King County YFHP1 case manager stepped in to help, offering case management services and flexible funding. The case manager worked closely with the landlord, who allowed flexibility with rental payments while they search for a new roommate.

Their hard-won stability faltered when, after a year, the new roommate left and once again, the family was at risk. With a limited income, affordable housing was the primary barrier to stability.

YFHP1 staff searched every low-income housing opportunity and met with several landlords in an effort to find stable and secure housing. Concurrently, staff assisted the family to apply for other community resources such as utility assistance and food stamps. YFHP1 program staff provided countless hours of encouragement, helping the family remain hopeful for a true housing solution.

In February 2019, hope became reality. The YFHP1 team helped Terry secure a subsidized affordable housing unit in Seattle. Terry signed the lease and got the keys in March. The family moved in – their first truly stable home in nearly two years.
This family lived in a one-bedroom apartment in the North Seattle area. Barely making ends meet financially, a one-bedroom unit was all they could afford and even then, they were rent-burdened. After the mother gave birth to their newborn, the landlord gave the now family of five notice to vacate based on family size. The family could not afford a larger apartment in the complex. With no money to pay for a move and no money for deposits, the family found themselves at a very high risk of becoming homeless.

Open Doors assisted the family with moving costs for an affordable two-bedroom apartment. Their YFHPI case manager worked hard to connect the family to SNAP and disability services, including Social Security disability for the baby. With assistance, mom is now planning on going to school and getting a part-time job to help support the family. The entire family is now in a much better situation.

**Therapeutic Health Services**

“As a teen, I experienced homelessness. After having my daughter, I didn’t want her to ever have to experience the trauma I experienced being homeless. I ran into a tough spot and she almost had to.

Because of the help I received through this program, we were able to avoid becoming homeless. I was able to get connected to community supports and I am now working full-time. Due to the case management I received, my daughter and I are now stably housed.”
Advancing Equity through YFHPI

YFHPI brought about the hiring of 25 case managers that represent various communities disproportionately impacted by homelessness, some who also bring the voice of lived experience. These talented staff greatly enrich the efforts of YFHPI. The initiative has relied on these “field experts” to provide the foundation to take a huge step forward in tackling one of the largest challenges in our community: homelessness.

In the fall of 2018, YFHPI staff met with community consultants in an effort to assemble a team that would move the community forward in learning how to reduce disproportionality for blacks and African American’s in the homeless system. With no curriculum or best practice available to direct this work, the goal was to bring in a team that would engage with and learn from the 25 YFHPI field experts. Talitha Consultants, LLC joined YFHPI in December 2018 to begin this effort. The 2019 BSK annual report will share more about the design, implementation, and early learnings of this project.

EQUITY FOR ALL

YFHPI provided leadership in designing a homelessness prevention system that would target communities disproportionately represented in the homeless system. Funding agencies with access to youth and families identified in these communities has been critical to YFHPI’s overall success. Clients are more successful addressing their housing barriers when they are working with someone who can also break through cultural and language barriers. Two client stories capture why this cultural connection is so important.

Vicky’s Story: “My name is Vicky, I am from Congo. I lived in Nigeria as a refugee before I moved to the United States with my two children in November 2013. The life in America is not easy, you must be able to fight for yourself to become stable.”
“With no family to help me, it was not easy. I struggled to pay rent even though I was working. As a single mom with two kids in school, all of the bills fell to me and I couldn't afford to pay everything. I borrowed money and wasn't able to pay it back. I got notices to leave my apartment if I couldn't pay all of the rent I owed. I was scared and felt so alone. A friend told me about Mother Africa. From the first time, they were always so helpful and friendly to me. I felt welcomed there. They understand me coming from my country and they have people there that speak my first language (French).

I was helped to secure my accommodation where I currently live. They helped me to pay past-due rent and then work on ways to get stabilized. I was helped with going to driving school and getting a license. Mother Africa also helped me find my current job, which pays more and is close to home. This month I celebrate a year anniversary at my job!”

Ermias' Story:  “I am a single father. Last year my daughter came from Ethiopia to live with me, but I had lost my job and was struggling to pay rent. For a while, I had no income at all, and we were almost homeless.

As a parent, I was scared because I didn’t know how we were going to survive, but luckily, my community helped me get in contact with a case manager at Partner in Employment who could speak my language.

PIE paid my rent for two months, and also got me enrolled in an aerospace manufacturing program which I just completed, and now they're helping me with my resume so that I can get a job to support my family. PIE also enrolled my daughter in their youth mentorship program so that she will continue to be successful in school and get life success mentorship from someone who understands our culture and speaks our language. I am so thankful for the great help and security that I've received from PIE - it has been a turning point for the success of my family.”
Leaders in Prevention

In June 2018, United Way of King County (UWKC) reached out to the YFHPI program to provide prevention services at the UWKC Family Resource Exchange (FRE), an event held quarterly in King County. FRE’s primary focus is assisting households struggling with homelessness; however, the first event saw many people who were not yet homeless.

YFHPI partners participated in the first FRE in August 2018 and have since collaborated in three more. FRE amplified the need for system-wide prevention services. YFHPI’s focus on serving youth and families at the highest need of prevention services also meant that single adults and families who needed rental assistance or eviction prevention services alone had no access to services at the FRE. King County began engaging with other funders to look at ways all needs in prevention could be available at future FREs.

The response from prevention funders led to the creation of the Homelessness Prevention and Shallow Rent Subsidy Leadership team. Facilitated by King County, the team meets monthly to create a prevention system to meet the needs of the majority of households for whom homelessness could be avoided. The first pilot of a system-wide approach to prevention occurred at the UWKC Community Resource Exchange on March 13, 2019. Details and updates on this system design work will be included in the 2019 BSK Annual Report.
Program Performance and Outcomes: 2018 Data

The Department of Community and Human Services (DCHS) Performance Measurement and Evaluation team (PME) conducts data analysis to monitor program performance and client outcomes for the YFHPI. Demographic information and financial assistance numbers for those enrolled in the program during 2018 are shown, as well as the cumulative performance of the program from 2017 through 2018.

Demographic Characteristics of the Clients

The YFHPI served 1,571 families and 352 unaccompanied youth in 2018, comprising more than 5,700 people all together. More than 60 percent were people of color, consistent with data in the Homeless Management Information System (HMIS) that show people of color are at disproportionate risk of experiencing homelessness.

Race

The chart below shows the number of individuals of all ages who were served by YFHPI in 2018 by race. The second chart shows the race of youth ages 24 and under. Racial composition of children and youth was very similar to all clients served.
Age and Household Type

More than half of the clients served in 2018 were children under the age of 18 (N=3,330). The majority of youth under age 18 were children in families. There were 134 unaccompanied youth ages 18 to 24, and 134 families headed by young adults ages 18 to 24.
Gender

Sixty percent of clients served in YFHPI in 2018 identified as female and 40 percent identified as male; less than one percent identified as transgender. Among children in families, gender was evenly split, with 50 percent male and 49 percent female. However, the majority of young adults ages 18-24 were female, whether unaccompanied (54% female) or young parents (84% female). Most families had a female head of household (81%). Three percent of unaccompanied young adults and less than one percent of other adults identified as transgender.

Flexible Financial Assistance

YFHPI providers used $1.7M in flexible funds in 2018 to maintain stable housing and prevent homelessness. The average amount of financial assistance provided was about $1,900 per household. Past due rent and rent assistance were the most common types of financial assistance, accounting for almost three-quarters of all financial assistance as shown below.
Twenty-one percent of households did not need any financial assistance, but rather were able to work with their case manager to resolve their housing crisis through other means.

Ninety-four percent of the households that exited YFHI to any exit destination during 2017-2018 avoided becoming literally homeless.

The data shows that YFHI is positively affecting the lives of thousands of people and preventing homelessness for vulnerable youth and families with children.

**Evaluation – Year One: Design to Implementation**

YFHI has been extremely fortunate to collaborate with the Wilson Sheehan Lab for Economic Opportunities (LEO), a collaborative research center in the Department of Economics at the University of Notre Dame in Indiana (https://leo.nd.edu).

Not only have they collaborated with the County to design an evaluation that is meaningful and relevant to homelessness prevention efforts in King County, but they have repeatedly stepped up to work directly with the YFHI case managers to ensure they feel equipped with the knowledge and resources they need to be part of such a complex evaluation process.

**Overview**

King County joined with Wilson Sheehan LEO to design a rigorous evaluation of the YFHI. Using a randomized-controlled trial (RCT), the evaluation will compare the effectiveness of two different approaches to homelessness prevention to determine whether a model that includes case management and access to flexible funding yields better outcomes than financial assistance alone in prevention programs.
The study design allows testing of the hypothesis that the case management aspect of the YFHPI program is key to preventing homelessness and promoting long-term stability. YFHPI was designed under the belief that families at imminent risk of homelessness face a complicated set of barriers to housing stability that will not be adequately addressed by financial assistance alone. The study design allows testing that the combined program of financial assistance and case management has a significantly better impact on client outcomes as compared to financial assistance alone.

The two study groups are as follows:

1. **Case Management Plus Access to Flexible Funds** (standard YFHPI services): Half the participants will receive access to the usual YFHPI services as provided since the program’s implementation, i.e., a combined program of progressive case management and flexible financial assistance. With assignment to this group, participants will establish a relationship with their case manager and begin working with them to stabilize their housing situation. Regular case management activities include navigating interactions with landlords, identifying suitable housing, and other housing-specific activities, as well as broader activities related to budgeting, employment, dependent care, etc., that can support housing stability. Per the standard YFHI model, case managers can directly provide financial assistance through flexible funds at their discretion – for example, if a case manager finds a client’s current rent to be unsustainably high, they may decline to use flexible funds to pay for a client’s current rent in favor of locating and putting a deposit on a more sustainable unit; and

2. **Flexible Funds Only**: The other half of participants will receive flexible financial assistance to address an immediate housing-related need, with the minimal case management needed to verify the financial need and process funding. Participants assigned to this group must provide verification of their need, and are guaranteed quick financial assistance once need has been verified. If need is not verified, they will not receive funds. Funding can be used to cover the same expenses that funding could be used for in the standard YFHPI intervention. As with the other group, the most common use of funds is for back rent.

Enrollment into the RCT began in May 2018 and is on track to conclude with 600 participants at the end of October 2019. There are currently 394 participants enrolled in the study, with their baseline characteristics shown in Table 2 of this section. Baseline characteristics across the two groups are balanced and indicate that the randomization process is working as intended.

Data is also being collected on the financial assistance and case management services provided to both study groups, as presented in Table 3. The data in Table 3 shows that while both groups are receiving similar amounts of financial assistance, the treatment group is receiving significantly more case management compared to the control group.
Primary outcomes will be measures of housing stability; secondary outcomes will include family welfare, criminal justice and employment. LEO will measure the extent to which clients who have access to case management will have a lower usage of homelessness services as well as better economic, health, criminal justice and other stability-related outcomes.

**Need for Rigorous Evaluation**

King County and the LEO research team chose this study design because of the current lack of rigorous research in the area of homelessness prevention. The current literature on homelessness primarily focuses on study participants that are already homeless, rather than samples that are at imminent risk of homelessness.

There have been few rigorous studies on preventing homelessness for families at imminent risk of becoming homeless. Evans, Sullivan and Wallskog (2016) found that those who called the Homelessness Prevention Call Center in Chicago when funding was available were 76 percent less likely to enter a homeless shelter within the next six months. Rolston et al. (2013) conducted an RCT to examine the impact of the New York Homebase Community Prevention program, a unique intervention aimed at keeping an at-risk population in their homes via case management services, referrals to other services, and limited financial assistance. The study showed that families with children assigned to the treatment group were significantly less likely to enter a shelter and that there was a mild level of cost savings to the program, though the study does not have statistical power to detect effects for outcomes beyond housing stability. Homebase is an evidence-based model for homelessness prevention, but there is no rigorous evidence as to how much the individually tailored but expensive case management element of the program mattered.

King County’s YFHPI study will be the first to compare financial assistance to a program that combines financial assistance with a comprehensive case management element. It will provide evidence on how to design the most effective package of homelessness prevention services. The study will also be the largest randomized homelessness prevention evaluation to date. Previous studies rely on either an approximation of random assignment or small samples.

Additionally, King County is working with the Research and Data Analysis (RDA) Division of the Washington State Department of Social and Health Services to expand the scope to study the programs’ impacts on arrests and incarcerations; behavioral health outcomes; use of emergency and hospital services; and child welfare outcomes. Behavioral health (i.e. mental health and substance use) and child welfare outcomes in particular have not been studied yet in well-powered, rigorous impact evaluations of homelessness prevention. The results of this study will not only inform decisions about how to best design homelessness prevention efforts in King County, but will be informative to policymakers in other regions looking to build prevention programs, and will contribute to the body of evidence surrounding effective design and targeting of homelessness prevention programs.
Research Design

The evaluation as designed is a randomized controlled trial. Approximately 600 participants will be enrolled in the study, with 300 in each arm of the intervention. Enrollment should be complete by the end of October 2019 and data will be collected for 12 months before final analysis begins.

Participants are randomly assigned to one of the two interventions: (1) Progressive case management plus access to flexible funds (standard YFHPI services); or (2) Flexible funds only, where clients receive access to flexible funding but do not establish a long-term relationship with a case manager. The study has been reviewed and approved by the Institutional Review Board (IRB) for the University of Notre Dame, which is responsible for ensuring that all studies by researchers from the University are designed and conducted in an ethical manner. Input and feedback from YFHPI case managers and supervisors informed the design of the interventions and the setting of eligibility requirements for the study.

The Seattle/King County Homelessness Prevention Vulnerability Tool, described earlier in this report, assigns clients with a risk score based on answers to a series of questions about previous experiences. According to the tool, prevention services are not a good fit for clients with a risk score under 15. Perspective clients must score at least a 15 to be eligible for YFHPI services and for participation in the study. Based on the experience of providers in King County and data on the distribution of risk scores in the City of Seattle, ethical considerations dictated that clients with a risk score above 28 be considered too high-risk to be offered a funds-only option. These clients are automatically enrolled in standard YFHPI services (case management plus access to flexible funds) and are not invited to participate in the study. All clients with a risk score within the “moderate risk” range (15-28) are invited to participate in the study, with the exception of domestic violence survivors and households headed by clients under the age of 18, who are de-identified in the YFHPI database by law.

Participation in the study is not required in order to receive services from YFHPI; clients in the moderate risk range may always choose to be directly enrolled in standard YFHPI services without participating in the lottery. Thus, the evaluation includes only clients who have some interest in a funds-only option.

Figure 1 on the following page illustrates the flow of clients into the study.
All case managers have participated in at least one of the in-person trainings provided by the research team on the study enrollment process and the elements of informed consent. Case managers have also been provided with extensive guides to reference during the study enrollment process.

**Randomized Control Trial Enrollment**

After a client receives a risk score within the eligible range, case managers explain the purpose of the study and provide eligible clients with the opportunity to consent to participate in the evaluation and the lottery in which they have some chance of immediate financial assistance without case management. Clients who choose to participate sign a consent form in their preferred language; in order to be as inclusive as possible, a translated version of the consent form is available in most of the languages commonly spoken by YFHPI clients. Participants are then randomly assigned on-the-spot into one of the two interventions, using a random assignment tool that has been coded into the existing YFHPI database.

The following table shows study enrollment as of April 2019: 394 clients chose to participate and were assigned into a group, about 32 households enrolled per month. If this rate continues, study enrollment should be complete in fall 2019.

**Table 1: Study Enrollment, May 2018-April 2019**

<table>
<thead>
<tr>
<th>Group</th>
<th>Households</th>
</tr>
</thead>
<tbody>
<tr>
<td>Flexible Funds</td>
<td>193</td>
</tr>
<tr>
<td>Case management + Flexible Funds (Standard YFHPI Services)</td>
<td>201</td>
</tr>
<tr>
<td>Total Study Enrollments</td>
<td>394</td>
</tr>
</tbody>
</table>
Table 2 (below), compares the characteristics of those assigned to each intervention. If the randomization is working correctly, there should be few statistically significant differences between the two groups. Table 2 shows that the two groups appear balanced; there are few significant differences between the two groups in the proportion of clients matching each characteristic listed in the table.

The table shows that over half the heads of household in the sample identified as Black or African American, a quarter as white, and the remaining quarter as multi-racial, Asian, Native Hawaiian, Pacific Islander, American Indian or Alaskan Native (note that the numbers on race do not add up to 100 percent because some clients did not provide this information). Additionally, approximately 10 percent of participants identified as Hispanic. Women head up about 80 percent of the households. The majority of households have experienced homelessness in the past, and a majority earn less than 30 percent of the area median income for their household size.

A test was conducted to determine the difference between the means for the flexible funds group, as compared to the case management group, for each characteristic. Generally, a p-value above 0.05 is considered a positive result on this test and indicates there is no significant difference between the two groups. Most of the characteristics below pass this test, providing overall confidence that the sample is well balanced. Similarly, an F-test does not reject the hypothesis that all the listed characteristics are balanced across the two groups (F=0.8; p = 0.68).

Table 2: Balance Test - Characteristics of the Study Population at Baseline

<table>
<thead>
<tr>
<th>Characteristic</th>
<th>Flexible Funds</th>
<th>Case Management + Flexible Funds</th>
<th>P-Value of Test of Difference in Means</th>
</tr>
</thead>
<tbody>
<tr>
<td>Black or African American</td>
<td>59%</td>
<td>56%</td>
<td>0.64</td>
</tr>
<tr>
<td>White</td>
<td>25%</td>
<td>26%</td>
<td>0.82</td>
</tr>
<tr>
<td>Asian, Native Hawaiian or Pacific Islander</td>
<td>6.7%</td>
<td>7.5%</td>
<td>0.78</td>
</tr>
<tr>
<td>American Indian or Alaska Native</td>
<td>2.1%</td>
<td>3.0%</td>
<td>0.57</td>
</tr>
<tr>
<td>Multi-racial</td>
<td>4.7%</td>
<td>4.0%</td>
<td>0.74</td>
</tr>
<tr>
<td>Head of Household Age</td>
<td>36.8</td>
<td>36.6</td>
<td>0.91</td>
</tr>
<tr>
<td>Hispanic</td>
<td>10%</td>
<td>13%</td>
<td>0.43</td>
</tr>
<tr>
<td>Head of Household is Female</td>
<td>81%</td>
<td>78%</td>
<td>0.43</td>
</tr>
<tr>
<td>Any Household Member Has Disability</td>
<td>26%</td>
<td>28%</td>
<td>0.66</td>
</tr>
<tr>
<td>Housing Loss Expected in Less Than 3 Days</td>
<td>33%</td>
<td>33%</td>
<td>0.98</td>
</tr>
<tr>
<td>History of Homelessness</td>
<td>62%</td>
<td>49%</td>
<td>0.01</td>
</tr>
<tr>
<td>Less than 30% of Area Median Income (AMI) for household size</td>
<td>79%</td>
<td>78%</td>
<td>0.78</td>
</tr>
<tr>
<td>Number of Household Children</td>
<td>2.0</td>
<td>2.1</td>
<td>0.48</td>
</tr>
<tr>
<td>N</td>
<td>178</td>
<td>192</td>
<td></td>
</tr>
</tbody>
</table>
Interventions

After consenting to participate, the study randomly assigns each household to one of the two groups. Table 3 below shows data on services that the providers have collected since the initial grant proposal. The table includes everyone enrolled in the study with at least eight weeks of follow-up data, excluding a handful of agencies for which data has been tracked, but not entered electronically.

Table 3: Comparison of Services

<table>
<thead>
<tr>
<th></th>
<th>Flexible Funds</th>
<th>Case Management + Flexible Funds</th>
</tr>
</thead>
<tbody>
<tr>
<td>Risk Score</td>
<td>21.6</td>
<td>21.2</td>
</tr>
<tr>
<td>Financial Assistance Amount</td>
<td>$1,373</td>
<td>$1,238</td>
</tr>
<tr>
<td>Any Financial Assistance Received</td>
<td>88%</td>
<td>80%</td>
</tr>
<tr>
<td>Number of Meetings</td>
<td>3.5</td>
<td>7.8</td>
</tr>
<tr>
<td>Total Time of Meetings</td>
<td>5.6</td>
<td>11.3</td>
</tr>
<tr>
<td>Time Spent on Intake</td>
<td>2.7</td>
<td>3.0</td>
</tr>
<tr>
<td>Time After Intake</td>
<td>2.8</td>
<td>8.1</td>
</tr>
<tr>
<td>N</td>
<td>135</td>
<td>152</td>
</tr>
</tbody>
</table>

In practice, average financial assistance is fairly similar between the two groups. As shown in the table, the ‘financial assistance only’ group averages $1,373 per family and the ‘case management + financial assistance’ group averages $1,238. These turned out to be nearly equal for several reasons. First, while members of the ‘financial assistance only’ group are more likely than those in ‘case management + financial assistance’ to receive any financial assistance (88% vs. 80%), some do not receive assistance because they do not provide sufficient documentation. Second, the ‘case management + financial assistance’ group has a deeper connection to the program, which seems to lead to slightly larger payments, conditional on any payment. In the end, while there are differences in financial assistance, the actual payments provided are similar.

Thus, the primary difference between the services provided to the two groups is the level of case management. Both groups receive some staff time to complete the enrollment process, arrange for payment, and verify documents. Thus, meeting time spent on intake is similar, 2-3 hours for both groups. The ‘case management + financial assistance’ group, however, receives more case management after intake. To date, this group has received 8.1 additional hours of case management compared to 2.8 hours for the financial assistance only group. Note that these values are underestimates since group B may continue to receive case management for many weeks after enrollment. To date, the case management group has received roughly triple the in-person time after intake.
Outcomes

A primary outcome will look at usage of emergency housing services. Information on entrance to emergency shelters, enrollment in rapid re-housing programs, and other housing assistance programs is available through the King County HMIS. King County already has access to these records and a data sharing agreement signed to facilitate the use of these records for the evaluation.

Another primary outcome will address stability as measured using consumer reference data. These address data will come from Infutor, a consumer reference data company that aggregates records from various sources (e.g. utility bills) to construct address histories for most people in the United States. Similar address history data has been used, for example, to longitudinally follow residents affected by rent control in San Francisco (Diamond et al. 2018). Compared to shelter entry, the existence of a formal address in such data is a more comprehensive measure of homelessness and its absence more likely to capture unsheltered homeless families. This data can measure housing stability using the end date of a given housing spell and moves from one location to another. LEO has a signed data use agreement with Infutor allowing access to this data for this study.

Secondary outcomes will include behavioral health, criminal justice, healthcare, employment, public benefit, and child welfare outcomes. King County DCHS hosts both the YFHPI program and behavioral health programming, making it straightforward to record behavioral health service usage and outcomes. A clear process exists for linking to additional outcomes through the DSHS Research and Data Analysis section. They have internal data on many means-tested programs such as Temporary Assistance for Needy Families (TANF), SNAP, and subsidized healthcare. Child protection and foster care data are also internal to DSHS. For their own purposes, DSHS has linked these data to other datasets: arrests (State Patrol), inpatient and emergency department visits (hospitals), and earnings. King County is working with RDA to obtain permission to access these records from the Washington State Institutional Review board, as well as from each agency that created the records.

It is important to note that the study will only analyze and publish results on outcomes in aggregate. The study will measure the average differences between those enrolled in the two interventions, but will not analyze or publish individual results.

Timeline & Next Steps

The YFHPI and research team will continue to support the case managers with training and technical assistance as study enrollment continues. The research team visited King County in March 2019 to provide a refresher on study enrollment. YFHPI Program Managers will provide one-on-one technical assistance to individual case managers through enrollment observations in the coming months toward completing enrollment in fall 2019.

Over the next six months, the research team will continue to work with RDA to obtain approval from the Washington State IRB as well as from the agencies holding
administrative records on behavioral health, criminal justice, healthcare, employment, public benefit, and child welfare outcomes.

The study will look at outcomes at six, 12 and 24 months following study enrollment. The lag on updating the administrative databases will determine how quickly outcomes are accessed and analyzed. A final report at the conclusion of the study will include all outcomes through 24 months of follow-up.

**Conclusion**

YFHIPI experienced a year of growth in 2018. Case managers continued to advance their skills in identifying households at imminent risk of homelessness and began implementing a true homelessness prevention model that effectively targets families at imminent risk. Training prepared case managers to work effectively with an external evaluator in the randomized controlled trial. YFHIPI partners took their professional skills out into the community, providing leadership at Community Resource Exchange events and assistance to people in need. Looking ahead, the YFHIPI case managers plan to continue to improve motivational interviewing skills to help clients better determine their own path to housing stability. Case managers will also play a critical role in working to learn why homelessness continues to impact black and African American households at a greater rate than any other racial group and to develop better interventions to assist those households. Finally, work will continue toward achieving full enrollment and proceeding with the independent evaluation.
May 29, 2019

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

Dear Councilmember Dembowski:

This letter transmits the *Communities Building Impact: 2018 Best Starts for Kids Annual Report* as required by King County Council Ordinance 18373, and an accompanying motion to accept the report. As part of Best Starts for Kids (BSK) annual reporting, we are also transmitting a supplemental *Youth and Family Homelessness Prevention Initiative 2018 Outcomes and Independent Evaluation Report* containing additional reporting on program outcomes and strategies, and a report on the independent evaluation of the initiative.

As required, the annual report provides data on the performance of BSK-funded activities, including progress toward meeting overall levy goals and strategies, performance metrics, lessons learned, performance measure targets for the following year of BSK programs, and strategies for continuous improvement. The ordinance also requires the report to include any substantive changes in the performance measure targets, but no substantive changes were made in 2018.

In addition, per the ordinance, the annual report should include:

- Headline indicator measurements.
- Recommendations on program and/or process changes to funded programs or strategies based on measurement and evaluation data or any other eventuality resulting in the need for substantive changes.
- Any recommended revisions to the BSK Evaluation and Performance Measurement Plan.

Headline indicators are aspirational, long-term measures that quantify BSK’s three overarching results. This report presents the latest available data. Additionally, in 2018, Best Starts for Kids did not recommend any revisions to the BSK Performance Measurement and Evaluation Plan, or changes to the plan or programs based on evaluation and data, nor were any new strategies established in the past year.
In each report section, implementation progress is described in three ways:

- **Laying the groundwork**: Reflects all internal work prior to awarding funding and delivering services, including hiring County staff, developing Requests for Proposals (RFPs), running RFP processes, and finalizing contracts with awardees.
- **Building momentum**: Awardees have contracts in place and are beginning their work. The program may be delivering services, but there are no performance data from 2018 to report.
- **Delivering impact**: The program is actively delivering services and there is at least one quarter of performance data from 2018 to report.

The Council directed that the advisory boards provide input on the annual report. A draft copy of the 2018 Best Starts for Kids Annual Report was distributed to the Children and Youth Advisory Board and Communities of Opportunity Advisory Board members. Representatives from each board reviewed the respective portion of the report over which they have oversight, and input and feedback was incorporated into the final report.

Best Starts for Kids strengthens families and communities so that babies are born healthy, children establish a strong foundation for life, and young people grow into healthy adults. Best Starts for Kids maximizes the assets and knowledge of our richly diverse County and its many cultures and communities. As illustrated throughout the annual report, BSK reflects the County’s adopted policy direction within the King County Strategic Plan, the Equity and Social Justice Ordinance, and the 2015 Youth Action Plan.

It is estimated that this report required 1,290 staff hours to produce, costing about $56,000.

Thank you for your review of this report, and for your strong support for children, youth and families across King County. If you have any questions, please feel free to contact Leo Flor, Director, Department of Community and Human Services, at 206-477-4384.

Sincerely,

Dow Constantine
King County Executive

Enclosures

cc: King County Councilmembers
ATTN: Carolyn Busch, Chief of Staff
Melani Pedroza, Clerk of the Council
Dwight Dively, Director, Office of Performance, Strategy and Budget
Leo Flor, Director, Department of Community and Human Services
Patty Hayes, Director, Public Health—Seattle & King County