



**KING COUNTY**

1200 King County Courthouse  
516 Third Avenue  
Seattle, WA 98104

**Signature Report**

**March 14, 2000**

**Motion 10887**

**Proposed No. 2000-0153.1**

**Sponsors Nickels**

1                   A MOTION adopting the King County Human Services  
2                   Recommendations Report Phase I: 2000.  
3  
4

5                   WHEREAS, the King County council recognizes the importance of using adopted  
6                   human service policies to guide its investments in human services, and

7                   WHEREAS, the King County council on September 17, 1999, passed Ordinance  
8                   13629 adopting framework policies for human services, and

9                   WHEREAS, the King County council on November 23, 1999, passed Ordinance  
10                  13678, which included provisos in Sections 15 and 45 directing the executive to develop  
11                  a plan for using a request-for-proposal process to implement the target service reductions  
12                  for the community services division and the children and family commission, and

13                  WHEREAS, key stakeholders, existing contractors, human service funders, and  
14                  others have been consulted in the preparation of the King County Human Services  
15                  Recommendations Report Phase I: 2000, and

16                  WHEREAS, the executive has incorporated their recommendations into the King  
17                  County Human Services Recommendations Report, Phase I: 2000;

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

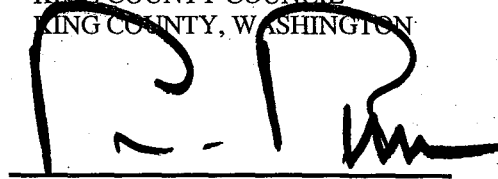
19 The King County Human Services Recommendations Report Phase I: 2000 is  
20 hereby adopted as the procedure for accomplishing the target reductions as required by  
21 Ordinance 13678, Sections 15 and 45.

22

Motion 10887 was introduced on 2/28/00 and passed by the Metropolitan King County Council on 3/13/00, by the following vote:

Yes: 11 - Mr. von Reichbauer, Ms. Miller, Ms. Fimia, Mr. Phillips, Mr. McKenna, Ms. Sullivan, Mr. Nickels, Mr. Pullen, Mr. Gossett, Ms. Hague and Mr. Irons  
No: 0  
Excused: 2 - Mr. Pelz and Mr. Vance

KING COUNTY COUNCIL  
KING COUNTY, WASHINGTON



Pete von Reichbauer, Chair

ATTEST:



Anne Noris, Clerk of the Council

**Attachments** Attachment A. King County Human Services Recommendations Report Phase 1: 2000

10887  
2000, 153



# King County Human Services Recommendations Report Phase I: 2000

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February 2000

Phase I of a two-phase report covering recommended changes in King County human service programs.

*Phase I: 2000*

*Phase II: 2001-2003 (to be prepared in summer 2000)*

This report includes the proposed plan for target service reductions to the Community Services Division and the Children and Family Commission as required by County ordinance 13678, sections 15 and 45.

**Prepared by:**

King County Department of Community and Human Services  
700 Fifth Avenue, Suite 3800  
Seattle, Washington 98104

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## Section I: Introduction

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### A. Background

**Framework Policies to Guide King County Human Service Investments.** In September 1999, the King County Council adopted the *Framework Policies for Human Services* and a set of accompanying *Implementation Guidelines* (Ordinance 13629). The Implementation Guidelines call for a Human Services Recommendation Report (HSRR) for 2001-2003 to be submitted to the Council by summer 2000. The purpose of the HSRR is to help ensure, on an ongoing basis, that King County is directing its human service resources in an effective and appropriate manner. The HSRR is the vehicle through which King County recommends any intended changes in what it does in human services, changes that may be warranted due to shifts in need, available funds, changes in the roles of others, evaluation results, and other factors.

**Human Service Funding Reductions Called for in 2000 King County Budget When Voters Approved Initiative 695.** In developing the 2000 budget, the King County Council determined that the Department of Community and Human Services (DCHS)' Community Services Division (CSD) and the King County Children and Family Commission would together need to absorb reductions of \$359,000 in current expense funded human services (\$300,000 from CSD and \$59,000 from the Commission). In addition to these target service reductions, administrative reductions were made in both CSD and the Commission. The following proviso was included in the 2000 budget:

“As part of developing the human services review and recommendations report required by Ordinance 13629, the department of community and human services, in conjunction with the Children & Family Commission, shall develop a plan for using a request-for-proposal process to implement the target service reductions for the community services division and the commission. The human services review and recommendations report shall be submitted to council for its review and approval by February 15, 2000.”

**Decisions About Where to Take Reductions Will be Made Using the Framework Policies Implementation Process.** Because the proviso came at a time when DCHS was already preparing to implement the guidance of the new *Framework Policies*, the Council directed DCHS to use that implementation approach—on an accelerated time frame—to accomplish the target reductions. The approach involves examination of currently funded activities to determine whether and to what extent they are consistent with the *Framework Policies*. Over the next year, all of the county's current expense human service investments will be reviewed for consistency with the framework policies.

This work is being divided into two phases. Phase I is the RFP approach for 2000 described in this document, in which a portion of existing county-funded services will be part of an RFP

process. (See Section II-A for details on the proposed parameters for the RFP.) The substantive review of each proposed activity will be conducted in rating the proposals. Phase II involves review of the *remainder* of the County's current expense investments in human services for possible changes in policy and funding selection. The plan for Phase II is due to the King County Council in summer 2000.

## **B. Purpose of the Phase I Human Services Recommendations Report for 2000**

The Phase I report has three purposes:

1. As the response to the proviso in the 2000 budget, the report contains the proposed plan for accomplishing the target reductions in the Community Services Division and the Children and Family Commission.
2. As the first step of the broader report through the year 2003, the report conveys information on what is happening to human service funding in other parts of King County government, as well as information on the major trends in human service needs in various subregions of King County.
3. Finally, it clarifies the next steps that DCHS—in cooperation with other departments, the Children and Family Commission, and community stakeholders—will take in order to prepare the Phase II Human Services Recommendations Report for 2001-2003 to be submitted to the King County Council by July 2000.

## **C. Community Goals**

Through the *Framework Policies*, King County adopted the following five Community Goals to guide its investments in human services. All people of King County should have:

- Food to eat and a roof overhead.
- Supportive relationships within families, communities, and neighborhoods.
- A safe haven from all forms of violence and abuse.
- Health care to be as physically and mentally fit as possible.
- The education and job skills to lead an independent life.

All human service investments made by King County should help achieve the Community Goals. The goals are used as a foundation throughout this report to describe our proposed approach.

## Section II: Recommendations for 2000

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*Despite clear evidence for the need for additional human service supports, King County's ability to respond to those needs is limited. In 2000, the County will face difficult choices about which human services to prioritize. The Children and Family Commission is reducing funds by \$59,000, and has found places to make those reductions without affecting current contractors. The Community Services Division needs to reduce by \$300,000, however, and will use a competitive request-for-proposal process to select programs for the remaining funds. Other reductions affecting human services are taking place in the Health Department and the Department of Transportation, as a result of Initiative 695. This section describes in turn how each part of County government is treating human services in the 2000 budget.*

### **A. Plan for Target Reductions: Community Services Division**

The Council's 2000 budget requires the King County Community Services Division to reduce its funding for services by \$300,000, and calls on it to carry out a request-for-proposal (RFP) process to implement those reductions.

#### **1. Why Use an RFP Process?**

**Ensures appropriate investments given policies and needs.** By using an RFP process, CSD can ensure that the services King County funds are consistent with new framework policies, including ensuring that they address a demonstrated need in the community. It is a equitable approach for making the reductions required in the 2000 budget, and is a tool for investing County funds in the most competitive, appropriate programs.

Specifically, the RFP process will ask providers to confirm that services funded by CSD are cost effective, help leverage other funds, are provided in a culturally competent and relevant fashion, are able to demonstrate a logical plan that connects activities with intended outcomes, and other important considerations. Many of the services currently funded by the County have never been asked to justify their need or articulate their outcomes in this way. In a time of decreasing resources, it is important that funds be directed to the most competitive, needed programs.

**A way of responding to community-identified needs and priorities.** For the past few years, CSD has been actively working with other human services funders, community members, and community-based organizations to assess the human service strengths and needs in each subregion of the county and to generate common investment priorities. The RFP will provide the first substantive opportunity to apply the results of the Subregional Planning, and will help both to sustain existing human service infrastructure that works, and to promote targeted investments to fill gaps where possible.

#### **2. How the Process Will Ensure Equitable Implementation of the Framework Policies**

The process will be open to all who wish to apply. The County does recognize the need to maintain a strong human services infrastructure that helps address priority needs in a given community.

Maintenance of this infrastructure—where there is evidence that it continues to be needed and is working effectively—will be given priority over support for new programs.

The RFP process will be clear, speedy and fair. CSD recognizes the administrative burden that agencies will face in responding to an RFP.

**Potential bidders will receive needed information and technical assistance**

- CSD will host a proposer's meeting to answer any questions applicants may have about the RFP after it is issued.
- CSD will host an informational meeting on the subregional needs assessment conducted by the Community Services Division (also known as the "CSD Strategic Plan").
- CSD will provide technical assistance to applicants on how to develop a "logic model" to show how the activities of a project logically link to its intended outcomes it seeks to achieve.

**Funding term**

- Due to the County's annual budget cycle, funding commitments under the proposed RFP would be for June through December 2000. It is not CSD's intention to re-issue RFPs on an annual basis for services that were selected just a year earlier. Once services are selected through the competitive process, CSD may elect to continue contracting for the same services for several additional years if resources are available, and if there are no compelling reasons to re-examine our investments in those service area(s). Applicants should be aware, however, that such continuation funding is dependent upon the annual budget process.

**Criteria for rating will be clear and raters will be knowledgeable**

- Rating criteria will be clearly articulated in the request for proposals.
- Knowledgeable people from different geographic, ethnic/cultural, and programmatic segments of the County will participate in the process to review applications and make funding recommendations to the Director of the Department of Community and Human Services. Reviewers will include citizens serving on the King County Children and Families Commission, among others.

**There will not be radical changes in the contract requirements for service providers**

- Applicants will be asked to propose the outcomes of their services and to report on them, but reimbursement will *not* be tied to outcomes during this contract period.
- Any new projects funded will have cost reimbursable contracts for a start-up period.

### **3. Structure of the 2000 RFP**

#### **a. Service Areas Which Will Not Be in the RFP Pool**

First, CSD identified those program areas that are funded under an adopted policy or plan directing the County's investment in a particular human service system. Most of these policies pre-date the Framework Policies, but the service areas remain consistent with the Framework Policies. In adopting these policies over the years, the County applied particular criteria and carefully considered what its role would be in supporting that given service area. These service areas will not be included in the initial RFP and contracts in these service areas will be extended for June through December 2000 without a



competitive selection process. The existing policy guidance for these program areas is embodied in formal council approved policy and recommended changes would need to be reviewed in detail by the Council. These program areas will, however, be reviewed and any appropriate changes in policy and selection process will be recommended in Phase II of the Human Services Recommendation Report for the 2001-2003 period.

The service areas not in the RFP pool are shown below, by Community Goal.

Community Goal	NOT Included in RFP Pool
<b>Food to Eat and a Roof Overhead</b>	<ul style="list-style-type: none"> <li>• Housing Opportunity Fund (note: funds are always distributed through a competitive RFP process required by an adopted policy)</li> <li>• Youth emergency shelters (Health and Human Services fund policy, 1988)</li> <li>• [Domestic violence shelters, which are included under "Safe Haven from Abuse"]</li> </ul>
<b>Supportive Relationships Within Families, Neighborhoods, and Communities</b>	<ul style="list-style-type: none"> <li>• Youth and Family Service Network agencies (Council policy, 1984)</li> <li>• Child care (Health and Human Services fund policy, 1988)</li> <li>• Aging Program - Senior Centers (Aging funding policy, 1983. Adult day health services are included under the Health goal below.)</li> <li>• Young Family Independence Program (Health and Human Services fund policy, 1988)</li> </ul>
<b>Safe Haven from All Forms of Abuse and Violence</b>	<ul style="list-style-type: none"> <li>• Domestic violence and sexual assault services (Health and Human Services fund policy, 1988)</li> <li>• Programs funded under 1994 adopted Safe Communities plan.</li> </ul>
<b>Health Care to Be as Physically and Mentally Fit as Possible</b>	<ul style="list-style-type: none"> <li>• Aging Program- Adult Day Health (Aging funding policy, 1983)</li> </ul>
<b>Education and Job Skills to Lead an Independent Life</b>	<ul style="list-style-type: none"> <li>• Employment initiatives (Career Development Learning Center)</li> <li>• Child care for King County Jobs Initiative</li> </ul>

**b. All Remaining Service Areas Will Be Part of the RFP**

The proposed RFP pool is made up of those service areas which are not explicitly included in any County human service funding policy or plan that predates the *Framework Policies*. The County knows the least about these services since no consistent criteria were applied in the original determination for funding. Many of these services are likely to be consistent with the *Framework Policies* and many are likely to be a priority for the continued use of CX funds. Some services may not be consistent with the Framework Policies. All proposals will need to demonstrate consistency with the Framework Policies, justify the need for the proposed service against the results of community needs assessments, state the intended results of services, and explain the logic of the relationship between program design and intended outcomes.

**Service Areas Whose Contracts Make Up the RFP Funding**

Community Goal	Included in RFP Pool
Food to Eat and a Roof Overhead	<ul style="list-style-type: none"> <li>• Basic needs and survival services</li> <li>• Services to homebound elderly</li> <li>• Civil legal assistance services</li> </ul>
Supportive Relationships Within Families, Neighborhoods, and Communities	<ul style="list-style-type: none"> <li>• Refugee and immigrant assistance</li> <li>• Youth programs not addressed in the funding policy for the Youth and Family Service Network.</li> </ul>
Safe Haven from All Forms of Abuse and Violence	<i>None</i>
Health Care to Be as Physically and Mentally Fit as Possible	<i>None</i>
Education and Job Skills to Lead an Independent Life	<ul style="list-style-type: none"> <li>• Literacy, job search, and educational achievement programs</li> </ul>

For a list of the specific contracts in these areas, please see Appendix A.

**4. Amount and Source of Funds for the RFP**

The funds available for the RFP will come from the value of a *portion* of the current CX-funded service contracts. All 1999 contracts are being extended through May 31, 2000. After May, those contracts whose value became part of the RFP pool have no guarantee of continued County funding (see Appendix A). Organizations seeking continuing funding from King County will need to apply through the competitive request for proposal process, as discussed above.

The following shows the level of the proposed RFP pool compared to overall CX funding for contracted services, and the total funding available in the competitive process after the reduction is taken.

Current level of CX contracted services in CSD:	\$7,182,268
Proposed pool to RFP (annual amount):	\$1,285,982
Annual amount available after \$300,000 reduction:	\$985,982
Amount to RFP for 7 months (June-Dec. 2000):	\$564,700 •

## 5. Focus Areas and Target Distribution for the Funds Available in 2000

### a. RFP to Focus on Three Community Goals

The 2000 RFP will be limited to three of the five community goal areas. This is because the contracts that make up the RFP funding pool come from these goal areas, and we do not have a basis at this time for significantly altering the amount of support provided under each of the goals. The focus areas of the RFP are, therefore, the following three community goals:

Food to Eat and a Roof Overhead  
 Supportive Relationships Within Families, Neighborhoods, and Communities  
 Education and Job Skills to Lead an Independent Life

Programs targeting the Safe Haven from Violence or Health Care goals will *not* be competitive in this RFP round.

### b. Some Services Not Eligible

Potential applicants will need to review the *Framework Policies* to ensure that their projects are eligible under the policies; the RFP will provide specific instructions on eligibility. While most current services funded by CSD are likely to be an eligible, some may not be. Specifically, CSD may not use County current expense funds to support human services which are organized and delivered on a local basis in an incorporated area and targeted primarily to incorporated area residents.

The most common "local" services currently funded in incorporated areas are:

- Local recreation programs for youth, adults, and/or seniors
- Local food banks
- Local community service referral programs (e.g., a help line for a particular city)

*King County CSD will fund these services only in unincorporated areas or for the benefit of unincorporated residents. King County is the only local government for unincorporated areas and is therefore the provider of municipal/local services.*

Support for service systems organized on a regional or subregional basis and which serve County residents with demonstrated needs can be funded regardless of whether beneficiaries live in incorporated or unincorporated places. Proposers will have to demonstrate that services are regional and serve populations in need, as defined in the RFP.

**c. Proposed Distribution of Funds by Community Goal**

The proposed target distribution of available funds within each Community Goal area is shown below, and is based on the current distribution of funds. King County will continue to fund these areas in approximately the same proportions until evidence is received and reviewed that demonstrates the need to change the proportions:

Food to Eat and a Roof Overhead:	41%
Supportive Relationships:	54%
Education and Job Skills:	5%
<b>Total</b>	<b>100%</b>

**6. RFP Process and Timeline**

The RFP has not been drafted. It will, however, include detailed instructions for applicants, including an explanation of the funds available, focus areas of the RFP, eligible applicants, and review and rating criteria. The RFP will ask applicants to provide the following types of information, which will be needed in order to assess a given application’s strength in light of the Framework Policies.

- Goals - which community goal(s) the project will help achieve
- Priority – extent to which the service is a priority, as expressed in the Framework Policies and the Subregional Planning results
- Results - anticipated and/or actual outcomes of services
- Need – justification for why the program is needed
- Who and where – target population of the proposed service and geographic area from which participants will be drawn.
- What - program description and rationale for why the proposed approach will result in the intended outcomes (e.g., Research based best practice? Track record of previous participants?)
- How much - proposed service levels
- Cost - program budget
- Leverage - other sources of support for the program
- Agency financial and management information – to demonstrate fiscal, managerial, and cultural competence to deliver the proposed services

CSD will develop a process to review the applications and make funding recommendations, based on a set of objective criteria. A point system will be established to weight different criteria. Final funding decisions rest with the Director of the Department of Community and Human Services.

**Timeline.** CSD anticipates issuing the RFP at the beginning of March, with applications due the end of March 2000. Contractors will be selected by the end of April 2000, and contracts executed by the end of May 2000.

## **B. Plan for Target Reductions: Children & Family Commission**

The King County Children and Family Commission provides guidance to the Executive and the King County Council on issues related to human service policy. In addition, the Commission is allocated CX funds each year to allow for the funding of pilot efforts for children and families.

The Commission's programs fall into three categories, shown below along with the Community Goal(s) addressed by projects in each category.

**Healthy Families programs** 2000 Funding: \$819,216

Supportive Relationships

Health Care to be as Physically and Mentally Fit as Possible

**Family Support programs** 2000 Funding: \$942,117

Supportive Relationships

Health Care to be as Physically and Mentally Fit as Possible

Safe Haven from Violence and Abuse

**Safe Community/Youth Partnership projects** 2000 Funding: \$622,250

Supportive Relationships

Safe Have from Violence and Abuse

### **Plan for Reductions:**

*Because the Children and Family Commission already uses a Request-for-Proposal process to select its projects, a new RFP in 2000 was not needed to accomplish their relatively small budget reduction.*

The King County Children and Family Commission received a target reduction of \$59,000 for 2000. The Council provided a one-time sum of \$20,000 for the first four month of 2000 to provide time to conduct a request-for-proposal process to identify the target service reductions. The total reduction is therefore \$39,000 for the year 2000.

The King County Children and Family Commission has identified the target reductions to be taken from money allocated through a Request for Proposal process conducted in the fall of 1998. Money was allocated to a service provider who withdrew prior to entering into a contract with the county. This proposal was community collaboration with multiple partners but when the fiscal agent was no longer able to act in that capacity the project did not proceed. This budget reduction will not impact any of the existing contractors with the Commission.

## C. Other King County Departments and Programs

While most human service investments in King County are made through the Department of Community and Human Services and the Children and Family Commission, many other departments also allocate funds for human services. The sections below highlight significant changes in these departments' human service related funding from 1999.

### 1. Public Health

#### *Planning for Service Reductions Due to I-695*

The recently adopted County budget for public health in 2000 includes an administrative reduction of \$1.2 million plus immediate reductions in primary care services provided by the Health Department at its Eastgate Clinic. In addition, Public Health—Seattle & King County is preparing a detailed service reduction plan in response to I-695, due to the County Council in mid-January. The budget passed by Council provides continued funding for about \$7 million of additional services for the first three months only of 2000. The proviso for Public Health reads as follows:

By January 15, 2000, the department shall submit a plan for council review and approval, which identifies in priority order a staged reductions listing which addresses additional reductions of up to \$4,157,109 to be taken, if necessary, beginning April 1, 2000. The plan shall also include a staged additions listing, which identifies in priority order additions which the department would propose at three separate thresholds of funding, up to \$10,500,000; the three thresholds represent the reasonable break points at which different adds scenarios would be appropriate. Priorities shall be identified based on core public health functions and services and current public health needs. The plan must be filed in the form of 15 copies with the clerk of the council, who will retain the original and will forward copies to each councilmember and to the lead staff for the law, justice and human services committee.

The Governor's proposed post I-695 budget would restore 90 percent of the \$10.6 million in public health cuts that will go into effect after April 2000.

### 2. Transportation

*Convenient, affordable transportation continually emerges as a critical unmet need in community assessments related to human services. It is particularly problematic for people living in rural areas, people who are homeless, and for people with special needs.*

#### *Planning for Service Reductions Due to I-695*

Following the passage of I-695, the Department of Transportation proposed a number of service reductions to meet lower revenues in 2000. Reductions to DOT amounted to a two-year loss of \$157 million. DOT announced that transit service cuts of 200,000 hours were scheduled to begin in February

2000, focused on services with smallest riderships. This would have meant a complete elimination of service in many communities on the east side.

At the time this report was prepared, the Governor's proposed post I-695 budget would provide King County with \$45.5 million to help make up the lost revenues for 2000, and an additional \$61.3 million in 2001. The Executive has cancelled the proposed service reductions scheduled to go into effect in February 2000 to await the legislative process. However, there will be some service temporarily lost in February because of difficulties recruiting new drivers, and 1.1 million service hours could still be cut from Metro's system if no permanent funding solution is developed.

An important connection to human services is the ACCESS paratransit system, which could also be affected by I-695. ACCESS provides specialized van service for elderly and disabled riders. It generally only operates within three-quarters of a mile of the fixed route during the hours that fixed route operates, so changes in fixed routes have an effect on ACCESS services. DOT noted that 273 people using ACCESS who live in rural areas would not longer receive services to their homes if the February service change had gone into effect. Because the service reduction was cancelled, the ACCESS service area will not be reduced in February. If there are large cuts to the fixed-route system in the future, however, ACCESS would see a comparable reduction.

### ***Substantial Increase in Bus Ticket Subsidy Program***

King County provides subsidized bus tickets to assist low-income and homeless clients of human services agencies in the Seattle-King County area. In 1999, the King County Council approved a substantial increase in the subsidy level, from \$300,000 in 1998 to \$650,000 in 1999. For 2000, the subsidy level will continue at the \$650,000 level. Human service agencies purchase tickets at 25 percent of their value. The subsidy increase was made in response to increasing demand from agencies to provide transportation assistance.

## **3. Parks and Recreation**

### ***Continued Support for Recreation Services for Youth at Risk***

The Department of Parks and Recreation provides a range of recreation program for County residents in unincorporated areas. Some programs are geared specifically to people with special needs and youth at risk, and therefore are considered to overlap with the human services arena. Specifically, the Parks Department used criminal justice funds to support two major programs that serve youth living in low-income communities, and a moderate number of programs in other unincorporated areas. Support in 2000 includes \$80,000 for the Park Lake Boys and Girls Club, and \$330,728 primarily for recreation leaders, operations, and scholarships at the West Hill and White Center Community Centers. This level and service pattern is essentially the same as 1999.

## **4. Office of the Prosecuting Attorney**

### ***Enhanced Emphasis on Domestic Violence Services***

The PAO has undertaken a new domestic violence initiative that reorganizes the Office resources in order to improve offender accountability and victim safety, and to strengthen existing services to victims of domestic violence. This initiative includes the establishment of a separate Domestic Violence Unit and a renewed emphasis on aggressive prosecution of such cases. The prevention of domestic violence will be a special focus for the PAO in 2000-2001, and the PAO will continue to use CX funds from the Health and Human Services set-aside to provide protection order and legal advocates for victims of domestic violence. The funding level is approximately \$1 million per year.

## **5. Superior Court and Adult Detention**

### ***Reorganization of Youth Services***

In October 1999, Executive Sims and Presiding Superior Court Judge Bobbe Bridge announced their proposal to improve services for juvenile offenders, dependent children, youth at risk, truants, and related youth services. A reorganization took effect January 1, 2000, when probation services were transferred to Superior Court, and detention services to the Department of Adult Detention (renamed the Department of Juvenile and Adult Detention). The Department of Youth Services has been dissolved. It is hoped that the separation of probation services from detention services will allow each program to be better tailored to the population it serves.

In the 1999 analysis of human service investments for the *Framework Policies*, several programs in the Department of Youth Services were identified as juvenile justice intervention programming, including Crime Free Futures, a community-based, early intervention program with young offenders; Stay in School, supporting school-based truancy intervention projects; and new day reporting alternatives replacing the STARS program. These programs will continue to be funded at the same level for 2000, with the programs' funding transferred to Superior Court. Several of these were initiated during the Council's "Safe Communities" initiative in 1994.

## **6. King County Council – Special Programs**

### ***Special Programs Funds Continue to Provide Additional Support for Human Services***

The 2000 King County budget included \$1.3 million in "special program" allocations. These allocations are made by individual councilmembers, and most of the funds are used for human services. Among the types of services funded are basic needs assistance, homeless programs, youth services, recreation, senior centers, community centers, child care, domestic violence assistance, and others.



## 7. CSD Housing and Community Development Program – Housing Opportunity Fund

### *Reduction in Housing Opportunity Fund*

The current expense-funded Housing Opportunity Fund provides capital funding for a variety of housing programs in King County. It focuses primarily on the County outside Seattle (if projects provide a *unique* regional service, funds may be used in Seattle). Council-adopted priorities for the use of HOF funds are to provide housing for low-income people with special needs, people who are homeless, and for the prevention of displacement.

1999 HOF budget:	\$3,612,050
2000 HOF budget:	\$3,538,080

The Council reduction of \$73,970 will result in a loss of about 3 to 4 units. In the past two years, Housing and Community Development has set-aside \$500,000 for workforce housing and \$500,000 for the Challenge Grant (to encourage cities' involvement in support for affordable housing), based on the Executive's proposed budget and Council direction. In 1999, the HOF helped create 271 housing units.

## Section III: Next Steps

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### A. Development of the Phase II HSRR for 2001-2003

From January through July 2000, DCHS will coordinate the work of the Interdepartmental Human Services Team to develop the Phase II HSRR for 2001-2003. Activities include the following:

1. **January 2000.** Complete the subregional strategic plans for North Urban, South Urban, and Seattle. Compile and review findings against services currently funded by King County.
2. **January – March 2000.** Conduct an internal assessment of King County CX funding against the framework policies for those areas not included in the 2000 RFP cycle. Recommend changes to any of those funding policies or distribution mechanisms for 2001 and beyond.
3. **March – May 2000.** Lead Interdepartmental Team through a process to develop recommended changes for the targeting of CX/CJ funds for human services, and any other activities for 2001-2003.
4. **June 2000.** Community review of draft HSRR for 2001-2003.
5. **July 2000.** Submit to County Council.

Throughout the above process, the King County Children and Family Commission will provide guidance and oversight. Community stakeholders will also be kept informed of the process and provided opportunities to review and comment on the work of the Interdepartmental Team.

### B. King County Outcomes Partnership Group

The King County Human Services Outcomes Partnership, convened by the King County Community Organizing Program, is an open membership group that meets every other month to work towards a common approach outcome-based evaluation among the major human service funders in King County. These funders and other stakeholders seek to coordinate their planning, allocation, and evaluation efforts in a way that will produce positive outcomes for people who receive services, and long-term sustained results for the community as a whole.

Current partners include representatives of the following:

- King County Department of Community and Human Services
  - Community Services Division
  - Mental Health, Chemical Abuse and Dependency Services Division
  - Developmental Disabilities Division
- King County Children and Family Commission

Public Health—Seattle & King County  
United Way of King County  
Community Health and Safety Networks  
City of Seattle  
Various suburban cities  
Representatives of human service provider coalitions and alliances

Among the action items that the Partnership is pursuing:

- Agreement on a common model and language for identifying and evaluating outcomes
- Work together to develop common human service outcomes and ways to measure those outcomes
- Joint training for funders and agencies using a common evaluation model
- Provide educational information about outcomes in the human services field.
- To share information on various funders' funding commitments, service priority areas, and relevant outcomes.

A clear tie has been formed between the Outcomes Partnership and the implementation of the *Framework Policies for Human Services*. The HSRR requires a section on program evaluation results and calls for an ongoing evaluation cycle of County-supported programs. By coordinating through the Outcomes Partnership, DCHS and other funders can pursue joint evaluation activities and move toward common reporting requirements. During the development of the *Framework Policies*, local providers stressed the importance of such coordination among funders.

## Appendix A: Contracts In the RFP Pool

### Proposed Contracts Whose Value Becomes Part of RFP Pool

*Continuation funding beyond May 31, 2000 for these programs contingent upon successful application to CSD in the RFP pool*

*Funding levels are based on what would otherwise have been contracted for 2000; 5 months of this amount will be contracted for Jan-Mar*

Goal Area	Provider	Project
Education/Job Skills	Eastside Literacy	Literacy Skills Training
Education/Job Skills	El Centro de la Raza	Latino Men's Job Search
Education/Job Skills	Paul Robeson Awards Program	Student Achievement Awards
Food to Eat/Roof Overhead	Fremont Public Association	Mortgage Counseling
Food to Eat/Roof Overhead	King County Housing Partnership	King County Housing Partnership
Food to Eat/Roof Overhead	Office of Rural & Farmworker Housing	Low Income Housing Congress
Food to Eat/Roof Overhead	Tenants Union	Tenants Union
Food to Eat/Roof Overhead	YWCA	YWCA Family Village Transitional Housing
Food to Eat/Roof Overhead	WA Coalition of Citizens w/Disabilities	Fair Housing
Food to Eat/Roof Overhead	FPA-Housing Services	Housing Services
Food to Eat/Roof Overhead	Fremont Public Association	Volunteer Chore Service
Food to Eat/Roof Overhead	Pacific Asian Elderly	Volunteer Training
Food to Eat/Roof Overhead	City of Seattle	Senior Nutrition
Food to Eat/Roof Overhead	Neighborhood House	Nutrition Education for Families
Food to Eat/Roof Overhead	COS-Neighborhood House	Nutrition Education for Families
Food to Eat/Roof Overhead	Catholic Community Services	Legal Services to Low-income tenants
Food to Eat/Roof Overhead	Catholic Community Services	Welfare Rights Organizing Coalition
Food to Eat/Roof Overhead	Eastside Legal Assistance Program	Eastside Legal Assistance Program
Food to Eat/Roof Overhead	Fremont Public Association	Transitional & Emergency Housing
Food to Eat/Roof Overhead	Northwest Women's Law Center	Legal services to low-income women
Food to Eat/Roof Overhead	NW Immigrant Rights Project	NW Immigrant Rights Project
Food to Eat/Roof Overhead	Unemployment Law Project	Unemployment Law Project
Food to Eat/Roof Overhead	Fremont Public Association	Community Action Team
Supportive Relationships	City of Seattle/DIC	Senior Community Center
Supportive Relationships	City of Seattle	Ethnic Outreach - Central Area

# Appendix A, continued

Goal Area	Provider	Project	Fun
Supportive Relationships	Crisis Clinic	Community Information Line	
Supportive Relationships	4-H Leaders Association	Bicycle Project	
Supportive Relationships	WSU-KC Urban 4-H	4-H Urban Fair	
Supportive Relationships	Seattle School District	All City Marching Band	
Supportive Relationships	Auburn Youth Resources	Rural Outreach	
Supportive Relationships	Boys & Girls Club- Kirkland/Redmond	Youth programs	
Supportive Relationships	Boys & Girls Club-Bellevue	Youth programs	
Supportive Relationships	Boys & Girls Club-Parklake/White Center	Youth programs	
Supportive Relationships	Boys & Girls Club-Rainier Vista	Youth programs	
Supportive Relationships	Boys & Girls Club-Rotary	Youth programs	
Supportive Relationships	Chinese Info & Svc Ctr	Adult Asian Empowering	
Supportive Relationships	Chinese Info & Svc Ctr	Youth - Asian Empowering	
Supportive Relationships	Friends of Youth	Sno-Valley Youth Center	
Supportive Relationships	Jewish Family Services	Refugee Outreach	
Supportive Relationships	Kent YFS	Rural Outreach	
Supportive Relationships	Kent YFS	Housing Project Outreach	
Supportive Relationships	Northshore YFS	Northshore Parenting	
Supportive Relationships	Refugee Fed Svc Ctr	Adult Refugee Empowering	
Supportive Relationships	Refugee Fed Svc Ctr	Youth - Refugee Empowering	
Supportive Relationships	Atlantic Street Center	Minority Youth Outreach	
Supportive Relationships	City of Federal Way	Ethnic Outreach	
Supportive Relationships	City of Seattle	Transportation	
Supportive Relationships	Fremont Public Association	Retired Senior Volunteer Program	
Supportive Relationships	Senior Services-Senior Rights	Information & Assistance	
		<b>TOTAL</b>	
		Less \$300,000 = annual amount available	
		Amount to RFP for 7 months (June-Dec 2000)	

## Appendix B: Summary Results: Subregional Human Services Planning

Part of the rationale for using an RFP process is to ensure that the human services funded by King County respond to identified needs in the community they propose to serve. The RFP will ask applicants to justify the need for their project. Successful justifications will show a responsiveness to current human service needs and priorities as identified through local community-based planning efforts, along with other data and indicators of need as appropriate.

This appendix highlights the results of local community-based human service planning. Among the current, major comprehensive studies are the King County Community Services Division's Strategic Plan, United Way of King County's Health and Human Services Community Assessment (October 1999), and the Consolidated Housing and Community Development Plans published by King County, Seattle, Bellevue, and Auburn. In addition, many other studies specific to a geographic area, population, or human service issue have also been prepared.

### 1. Key Conclusions About the Human Services System

**A changing community.** King County is growing and changing rapidly, conditions that place significant pressure on communities that are trying to respond to the human service needs of their residents. In particular, the greatest growth in recent years has occurred in the east and south areas of the County, driving up demand for human services in those areas. Observes United Way "King County has become a far more complex and developed urban/suburban environment than it was in the past when both wealth and poverty were more highly concentrated in the urban core."

In addition to demographic changes, the human service system is experiencing pressure due to federal devolution practices of recent years, in which the authority and responsibility for public policies and services is moved from the national to a local level of government. Notes United Way, "In the short term, the pressures of devolution—and welfare-to-work in particular—on local government and non-profit human service delivery systems are tremendous as states devolve social service responsibilities from state government to local government." In recent years, devolution has affected the structure and funding of such social support systems as income support programs (welfare-to-work), public housing assistance, homelessness assistance, employment and training, child welfare, and service systems for people with disabilities. Ongoing monitoring is needed at the state and federal levels to ensure that systems are not further eroded or shifted from state government to local communities without adequate funding. This is especially needed in light of Initiative 695 and the resulting constraints on local budgets.

**How we're doing - good news and bad.** King County has seen many improvements in the quality of life for its residents. The region enjoys low unemployment rates, decreasing rates of violent and property crime, increased immunization rates, reductions in the numbers of infants born to teen parents, declines in rates of AIDS/HIV related deaths, and other improvements. At the same time, we have one of the least affordable housing markets in the nation, high numbers of homeless people, growing numbers of vulnerable elderly living alone, lack of quality, affordable child care, a lack of developmental assets in youth, continuing problems with substance abuse, lack of access to affordable health care and substance

abuse treatment, inadequate supports for residents with disabilities, and many other such concerns.

**Needs are present everywhere, but differ by subregion.** Human service needs are present in all geographic areas of King County. Some areas share similar concerns—such as the lack of child care and affordable housing—but the needs can also look quite different from one subregion to the next. Even within a given subregion the human service needs are quite varied, with the summary below offering only a very general sense of the major issues in each area.

- *East King County* enjoys a strong job market, good schools, and a strong human services infrastructure. However, it faces hidden poverty, the most unaffordable housing market in the County, a significant mismatch between wages and the cost of living, a high growth rate, painful transportation situation, and difficulties related to child care. Many refugees and immigrants have settled on the Eastside, and it also has an increased elderly population. The rural areas of the East King County can be quite isolated, with transportation problems and few constructive activities for youths.
- *South King County*, where housing is most affordable relative to other areas, has seen an influx of low-income people. The region is home to a disproportionate share of the County's children (age 0 to 9), creating special challenges for the educational, childcare, and law enforcement systems. This increased concentration of low-income families has resulted in greater demand for health and human services of all kinds in the South region.
- *North King County* has undergone dramatic demographic change in recent years, with parallels being drawn to the situation on the Eastside 15 to 20 years ago. Incorporations and annexations have occurred of nearly the entire area from east of Woodinville to Puget Sound, and rapid growth has occurred north of the County line in Snohomish County. The North Urban area has a very limited human services infrastructure, and is experiencing higher rates of crime and higher risks factors for youth. Access to services that do exist can be extremely difficult due to transportation constraints.
- *Seattle*, although it has the most highly developed human service infrastructure of all the regions, is demonstrating many of the signs of prolonged poverty. Concludes the United Way of King County assessment: "Growth is relatively stagnant, the population is older, measures of adult health and literacy are the lowest of any in the County, and there are greater levels of family dysfunction, depression, and dependence on health and human service providers."

## 2. CSD Subregional Planning to Clarify Investment Priorities

As part of King County's subregional human service planning work, investment priorities are being developed for each of the subregions (East Urban, East Rural, South Urban, South Rural, Seattle, and Vashon). Over time, King County seeks to direct its human service investments to be as responsive as possible to the community-identified priorities within each subregion.

- **Priority placed on existing infrastructure.** For investment priorities, all subregions recognize the value of maintaining existing, successful human service infrastructure.
- **New or expanded services must respond to subregional investment priorities.** Where new or redirected resources are available beyond the support for the existing infrastructure, the following tables identify the priorities, by subregion, for the investment of those resources.

**Note: Priorities for the South Urban Sub-region and the Seattle Sub-region will be available in March when the Request for Proposals is issued.**



## Summary of Sub-regional Priorities For Goal Areas Included in Phase I RFP

Sub-region	Food to Eat and a Roof Overhead	Supportive relationships with families, communities, and neighborhoods	Education and job skills to lead an independent life
<p><b>East Urban</b> School Districts <i>Bellevue, Issaquah, Lake Washington Mercer Island, and parts of Renton</i></p>	<p><i>Goal: Housing and related services for special needs residents where this is needed to avoid institutional settings—includes frail elderly, disabled and other special populations.</i></p> <p><b>Priorities:</b></p> <ul style="list-style-type: none"> <li>• Increase availability of basic needs and survival services including transitional settings for homeless of all ages.</li> <li>• Increased ability for East Urban homeless to remain in the sub-region while establishing permanent living situations.</li> <li>• Increased availability of food and shelter in the sub-region.</li> <li>• Increased availability of legal assistance and medical/dental services for East Urban homeless.</li> </ul>	<p><i>Goal: Strengthen families through services that prevent and reduce family dysfunction and provide support for youth.</i></p> <p><b>Priorities:</b></p> <ul style="list-style-type: none"> <li>• Improve access of East Urban families and youth to early intervention services.</li> <li>• Increase access of East Urban families and youth to skill building services.</li> </ul>	<p><i>Goal: Provide Employment support and workforce development that benefits residents and employers.</i></p> <p><b>Priorities:</b></p> <ul style="list-style-type: none"> <li>• Improve the education and training available for east side residents to acquire family wage jobs, to re-enter the workforce, and to improve skills while on the job.</li> <li>• Increase availability of affordable child care to support employment objectives.</li> <li>• Implement services that increase the ability of low-income residents to accept family wage jobs without the necessity of relocating outside of the region.</li> <li>• Implement services that reduce the cultural and language barriers to employment.</li> </ul>

Sub-region	Food to Eat and a Roof Overhead	Supportive relationships with families, communities, and neighborhoods	Education and job skills to lead an independent life	Notes
<p>North Urban</p> <p><i>Northshore &amp; Shoreline School Districts</i></p>	<p><b>Emergency Shelter/Basic Needs Services</b></p> <ul style="list-style-type: none"> <li>• Increase capacity in emergency housing for all populations.</li> <li>• Increase capacity of transitional housing and living programs.</li> <li>• Increase publicly funded housing in the Northshore School District.</li> <li>• Increase emergency food services in the Shoreline School District</li> <li>• Increase emergency utility and rental assistance.</li> <li>• Increase coordination of basic needs services.</li> </ul> <p><b>Affordable Housing:</b></p> <ul style="list-style-type: none"> <li>• Maintain stock of low-income rental housing.</li> <li>• Increase the stock of affordable housing.</li> <li>• Support home ownership opportunities for low-income and work poor.</li> <li>• Preserve and increase housing for the elderly and persons with disabilities.</li> </ul>	<p><b>Care giving and Family Support</b></p> <ul style="list-style-type: none"> <li>• Improve the quality, location, and affordability of child care for low income families</li> <li>• Expand the family support services for families with young children.</li> <li>• Increase local supports for elderly in their own homes and for family caregivers.</li> </ul> <p><b>Youth Services/Activities</b></p> <ul style="list-style-type: none"> <li>• Increase the availability and accessibility of affordable youth activities and youth involvement opportunities</li> <li>• Provide educational and informative health and wellness programs designed specifically for youth.</li> </ul>	<p>There were no specific priorities in this area.</p>	<p>Access</p> <ul style="list-style-type: none"> <li>• Intra</li> <li>• op</li> <li>• or</li> <li>• ne</li> <li>• wh</li> <li>• in</li> <li>• Sn</li> <li>• Im</li> <li>• ac</li> <li>• inc</li> <li>• ser</li> <li>• loc</li> <li>• De</li> <li>• an</li> <li>• to</li> </ul>

Sub-region	Food to Eat and a Roof Overhead	Supportive relationships with families, communities, and neighborhoods	Education and job skills to lead an independent life
<p>East Rural; South Rural &amp; Vashon Island</p> <p><i>School Districts</i></p> <p><i>East: Snoqualmie Riverview, &amp; Skykomish</i></p> <p><i>South: Enumclaw &amp; Tahoma</i></p> <p><i>Vashon Island</i></p>	<p>Affordable Housing and Services to allow families to stay in the rural sub-regions:</p> <ul style="list-style-type: none"> <li>• Increase affordable rentals for families.</li> <li>• Increase affordable housing units with support services for seniors.</li> <li>• Provide services that prevent homelessness in rural communities.</li> <li>• Increase access for homeless &amp; low-income residents to food, clothing, income support, and emergency and transitional housing.</li> </ul>	<p>Increase availability of prevention services and activities that promote positive life choices for youth.</p> <ul style="list-style-type: none"> <li>• Increase information and programs to promote positive behaviors and prevent negative behaviors such as smoking, drug use, dating violence, and criminal behavior</li> <li>• Increase community interventions for second chance youth including school dropouts, substance abusers, and juvenile justice-involved youth</li> <li>• Increase availability of positive activities, including expanded recreation activities for youth.</li> </ul>	<p>Increase the number of residents who have sufficient incomes to continue to live in the rural subregions.</p> <ul style="list-style-type: none"> <li>• Partner with others in the development of livable wage jobs through provision of employment and training and social supports.</li> <li>• Insure that there is a core of rural services needed for residents to remain in the workforce. This includes child care and care for dependent adults.</li> <li>• Increase access to employment and training services that enable residents to secure and maintain livable wage jobs.</li> <li>• Youth employment and job preparation experience should be as close to their homes as feasible.</li> </ul>

**Note: Priorities for the South Urban Sub-region and the Seattle Sub-region will be available in March when Proposals is issued.**

## Appendix C: Summary of Community Input

DCHS and the Children and Family Commission extended several opportunities for public comment on the draft of this report. The HSRR was distributed by U.S. mail and e-mail to all organizations currently under contract with the Community Services Division, and to dozens of other interested human service providers and funders.

Five community meetings were held in different parts of the county, drawing over 60 participants. Four were general hearings targeting human service providers and other interested stakeholders. A fifth was specifically designed for other human service funders, and was attended by representatives of Suburban Cities, Bellevue, Seattle, United Way, and Community Health & Safety Networks.

- *North King County* – Tuesday, January 18. Shoreline Conference Center, Shoreline.
- *East King County* (evening) - Wednesday, January 19. Bellevue Council Chambers, Bellevue.
- *Seattle* – Thursday, January 20. Catholic Community Services, Seattle.
- *South King County* – Wednesday, January 26. Valley Medical Center, Renton.
- *Human Service Funders* – Wednesday, January 19. Community Center at Mercer View, Mercer Island.

Most of the feedback dealt with how to implement a fair RFP process and the review and rating of applications. Some opposition was voiced about using the RFP to accomplish the budget reduction, with some providers questioning whether there was a more efficient way to do it. On the whole, however, most providers appeared to accept the notion of CSD using an RFP, the possibility of which had been raised during the *Framework Policies* process last summer. Many good ideas were put on the table for how to run an efficient and fair process. In addition, we received a fair amount of input on issues that need attention during Phase II.

Because nearly all of the input we received deals with next steps (either the RFP process or Phase II), no significant changes were made to the HSRR in response to the community input. Some minor requested changes—such as the categorization of a contract’s goal area—were made. The input will, of course, guide DCHS in moving forward with the RFP and with Phase II.

Several organizations submitted written comments, which appear at the end of this document (not included in electronic versions). The feedback from the hearings and the written input is summarized below.

### 1. Other options for accomplishing the \$300,000 reduction?

Several providers questioned whether an RFP was necessary to accomplish the reductions, and suggested the County look at making an “across-the-board” cut instead. There were concerns about taking the cuts on the backs of small programs.

*Response: Council has specifically directed DCHS and CFC to accomplish the reductions through an RFP process, so no changes to the HSRR are recommended. Part of the rationale is that the County should not be funding services that are inconsistent with the Framework Policies, and the RFP is a fair and reasonable way to make that assessment. As explained in the HSRR, however, it is not CSD’s intention to re-issue RFPs on an annual basis for services that were selected just a year earlier. Once services are selected through the*

*competitive process, CSD may elect to continue contracting for the same services for several additional years if resources are available, and if there are no compelling reasons to re-examine our investments in those service area(s). Applicants should be aware, however, that such continuation funding is dependent upon the annual budget process. Also, as explained in the HSRR, the RFP process will be open to any who wish to apply.*

## **2. Fairness and future potential cuts**

Concerns were also expressed about the method and rationale for isolating the \$1.3 million dollars worth of contracts whose past funding makes up the available funds under the RFP. Why should this group bear all of the reduction? Many noted that in the years ahead the County should be mindful of the fact that these programs were already subject to an RFP and the \$300,000 reduction, and others were not. If there are future reductions, other service areas also need to absorb them.

*Response: DCHS and CFC recognize that only a certain group of contracts are being subject to the reductions. This group is made up of services that were funded without an explicit policy basis. (Since it is not feasible or necessary to open all CSD CX funds through an RFP process at this time, the group selected for the RFP is a reasonable first step). As part of Phase II, other service areas will be examined for consistency with the Framework Policies.*

## **3. Concerns about reduced County support for human services**

Providers remarked that over the past several years, County funds have been diminishing for human services at a time when need is growing. County human service providers have taken cuts on several occasions in recent years, and also have not received any cost of living adjustments, which amounts to further reductions. Remarks one provider “in a world of fairness, I do not think King County is contributing its fair share to human services.” Another noted that there is no avenue for addressing newly emerged concerns and needs. Also, the County has identified specific areas to target for population growth (per the Comprehensive Plan), but there is no growth in funding to address the accompanying rise in human service needs.

Several people who attended hearings mentioned council Special Programs. One participant observed that it could strain relationships with other funders if Councilmembers’ individual priorities superceded the adopted Framework Policies—it makes partnerships more difficult to forge among the funders. In addition, a few providers suggested that an agency’s Special Programs funding should be taken into consideration—that is, that a given program should not receive funding both from Special Programs and from the CSD competitive process.

## **4. Geographic distribution**

Many providers, suburban city representatives, and others raised questions about whether and to what extent geographic issues would be taken into account in distributing funds under the RFP. Some method, many noted, should be in place to ensure that funds go to the various subregions and take into account their varying levels of need. Suggestions ranged from having the County play a lead role in examining and dealing with subregional human service funding disparities, to simply applying logic and common sense when distributing funds to make sure different subregions are treated fairly.

In addition, concerns were expressed about the use of the Strategic Plan subregional planning results. Some providers cover services that are countywide in nature, and this overarching view may get lost when focusing on the individual subregions. Also, the subregional planning process can tend to overlook the voices and needs of smaller service systems, communities of color, and the importance of existing infrastructure.

*Response: The issue of geographic distribution will be addressed in a comprehensive way in Phase II. In the meantime, therefore, we do not anticipate any major shift in the geographic targeting of the CSD CX funds. The Request for Proposal will include more details on the method used to ensure appropriate geographic coverage. Since only a portion of CSD's funding is being made available through the RFP, the other ongoing services must also be taken into account.*

*The RFP will encourage use of the subregional planning results, but it will not be the only source that applicants may point to when justifying the need for their program. Many other valid, important indicators of need are available and will be recognized—both countywide studies and those for a given type of service or population. It should be noted that the subregional planning processes identified priority unmet needs or gaps in service and, therefore, apply most directly to new initiatives. To be most competitive new initiatives would need to respond to the subregional priorities or provide particularly compelling information from other sources. Current programs would also need to be responsive to subregional priorities or be key to meeting other needs that would become critical if the services were reduced. Finally, the County recognizes that many critical services are organized and delivered on a countywide basis and, in many instances, the subregions raised concerns about the quantity and accessibility of those regional services.*

## 5. A streamlined and reasonable application process

Many who attended the hearings requested that the County use a simple, straightforward application process and suggested ways to make this happen:

- Examine the applications and RFPs used by other funders such as United Way. If possible, use similar or the same questions.
- The County should be flexible in how it applies an “outcome” framework, recognizing that for some kinds of services it is difficult to track client-level outcomes. Others do not provide direct client services.
- Emphasize partnerships with other funders, and linkages that services build with other services.
- Clarify how many programs we anticipate funding with the available funds (find a way to address the concern about one or two programs making large requests).
- Many questions were raised about the proposal review and selection process, including how the raters will be selected. Several people requested that the rating panels include representatives of the various subregions to ensure expertise. Raters will also need consistent training on how to apply the framework policies.

*Response: These are helpful and reasonable suggestions that will be incorporated into the RFP and the process used to rate applications. Staff is in the process of collecting and reviewing the human service applications and RFPs from United Way, Suburban Cities, and Seattle. Individuals selected to review and rate the applications will receive comprehensive and consistent training to ensure a fair process.*

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# FREMONT PUBLIC ASSOCIATION

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*Serving the people of  
Seattle and King County*

**For the Homeless:**

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- Broadview Emergency Shelter & Transitional Housing
- Family Shelter Program
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**For the Hungry:**

- Food Security for Children
- Food Resources
- Food Bank
- Lettuce Link

**For the Elderly & Persons with Disabilities:**

- AIDS Care
- Caregiver Training
- Fremont Home Care
- Neighbor to Neighbor
- Partners in Caring
- Personal Emergency Response System
- Seattle Personal Transit
- Respite Care

**For the Working Poor and the Unemployed:**

- Community Voice Mail
- Family Assistance Program
- Worker Center

**For the Community:**

- AmeriCorps/JustServe
- Fair Budget
- FamilyWorks
- Fremont Fair
- Long Term Care Ombudsman
- Low Income Housing Institute
- Martin Luther King VISTA Volunteers
- Minor Home Repair
- Retired & Senior Volunteer Program

January 26, 2000

Barbara Gletne, Director  
King County Department of Community and Human Services  
700 Fifth Avenue, Suite 3800  
Seattle, WA 98104

Dear Barbara,

We are writing to offer comments regarding the Draft King County Human Services Recommendations Report. Specifically, we would like to make several points regarding the proposed process and to make recommendations regarding the way in which the actual application is designed and implemented.

1. The Proposed Process

- **Broader criteria for rating proposals** – In addition to responsiveness to sub-regional priorities and the human services policy framework, we believe the criteria should include responsiveness to County policies as outlined on page 9 of the report. Specifically, the rating should include the degree to which programs address priorities identified in: 1) the Housing Opportunity Fund; 2) the Health and Human Services fund policy; 3) the Aging Funding Policy; 4) the Consolidated Housing and Community Development Plan for 2000-2003; 5) the Area Plan on Aging 2000-2003. In particular, the latter two plans offer compelling and comparatively current data and recommendations. Furthermore, we believe the criteria should include responsiveness to demographics, human service trends and other data which provide compelling documentation of need among King County residents.
- **Goal Placement of Community Action Team** – Though the Community Action Team addresses all five of the Community Goals in direct and far-reaching ways, we believe it is more appropriately placed under *Food to eat and a roof overhead* rather than Supportive Relationships. In fact, the Community Action Team has: a) generated millions of dollars for shelter and low-income housing throughout King County (including serving as the driving force behind creation of the County's Housing Opportunity Fund); b) succeeded in securing millions of dollars in food stamp provisions for low-income legal immigrants who would otherwise be denied these essential benefits.
- **Programs meeting County criteria should be funded** – As we understand the Report, a program could be consistent with the rating criteria and still be substantially cut or even eliminated. In this regard, we would strongly urge the County to apply across-the-board funding reductions *after* eliminating those programs which are not responsive to the criteria. For example, if the County is able to eliminate \$150,000 in appropriations to programs that do not meet the criteria, the remaining \$50,000 should be spread across *all* remaining programs rather than singling out one or two specific programs that otherwise meet the criteria.

2. Design and Implementation of the RFP


- ***Responsiveness to identified priorities in all Community Goal areas*** – Given the broad nature of service provision, programs should have the opportunity to outline how services respond to County policies and sub-regional priorities in all goal areas. For example, the FPA's Homecare Program is listed under Food To Eat And A Roof Overhead, yet the North Urban Sub-regional group included "local supports for elderly in their own homes and for family caregivers" under the Supportive Relationships goal.

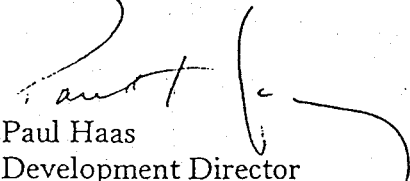
The opportunity to indicate responsiveness to all policies and priorities is particularly critical for advocacy programs which provide a broad regional response to human service needs. For example, the FPA's Community Action Team and the Retired and Senior Volunteer Program respond to County priorities in *all five goal areas* and should be provided the opportunity to demonstrate their responsiveness accordingly.

- ***Programs should have the opportunity to indicate the impact of loss of King County funding*** – A loss of County support will impact different programs in different ways. For example, because advocacy programs have significantly fewer private sector funding alternatives, loss of County funding can be far more severe. In fact, for some programs, the loss of County funding could result in a serious reduction, or even closure, of program services. The County should be aware of such impacts.
- ***Programs should have the opportunity to outline previous accomplishments with King County human service investments*** – Some of the programs included in the funding pool have worked in partnership with King County for several years in addressing community needs and priorities. As such, the RFP should provide the opportunity to outline important accomplishments and ways in which programs have helped to shape the landscape and infrastructure of human services in King County. For example, the FPA's Community Action Team has: 1) helped create the King County Housing Opportunity Fund; 2) substantially expanded the Basic Health Plan for low-income families, and particularly for children throughout King County; 3) helped create the King County Jobs Initiative; 4) significantly expanded child care opportunities, particularly for parents of special needs children. We believe that the review committee should be fully aware of such important human service accomplishments.
- ***Advocacy programs should not be held to the same geographic reporting requirements as direct service programs*** – The regional nature of advocacy services does not lend itself to the same level of detailed reporting on participant zip codes that other, direct services can and should provide. As such, we request that the County provide a waiver for advocacy programs that can demonstrate a broad regional impact for low-income people.

We applaud the County's efforts to develop and implement a human services plan which is consistent with identified service needs. Thank you for the opportunity to provide comments on the King County Human Services Recommendations Report. If you have questions regarding these comments, please contact us at (206) 694-6803.

Sincerely,


  
Cheryl Cobbs  
Executive Director

  
Paul Haas  
Development Director



# *the YWCA Works*

10887

 YWCA of Seattle • King County • Snohomish County

January 27, 2000

Dear Ms. Wilson,

I am writing to respond to the draft Human Services Recommendations Report for 2000. As you know, the YWCA Family Village Transitional Housing Program is listed in Appendix A as a contract in the RFP pool. Due to passage of I-695, I understand that the county needs to look at reductions.

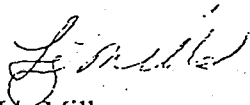
The Framework Policies do a good job of targeting priority services for the county and guiding the process. I feel confident that our program is consistent with these policies. We also fit very well with the Community Goal - Food to eat and a roof overhead. I urge your group to look for ways to preserve programs that meet such basic needs.

At the YWCA Family Village Transitional Housing Program, we serve homeless families in desperate need of services in order to get back on their feet. Although our program is not a domestic violence shelter, we house many families each year that report domestic violence as the primary reason for needing shelter. Many additional families have experienced or been significantly impacted by domestic violence.

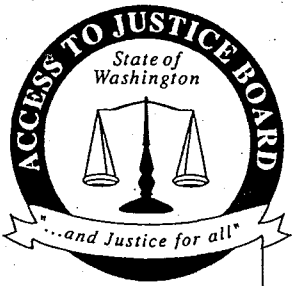
The process and timelines suggested in the draft document seem reasonable and fair. I also applaud any efforts to look at multi-year funding terms or an abbreviated application process.

I look forward to working with the county through the process and appreciate the opportunity to provide input. If you would like any additional information, please give me a call. We would welcome the opportunity to give you a tour of our program. Thank you for your consideration.

Sincerely,



Liz Mills  
YWCA Regional Director, East King County



108870

January 28, 2000

MEMBERS

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Hon. Paul A. Bastine

Julian C. Dewell

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Michele E. Jones

Isabel R. Safora

Hon. T. W. Small, Chair

Scott A. Smith

Barbara Solomon  
King County Department of Community and Human Services  
700 Fifth Avenue, Suite 3800  
Seattle, WA 98101

Janna Wilson  
King County Department of Community and Human Services  
700 Fifth Avenue, Suite 3800  
Seattle, WA 98101

RE: Continued funding for King County Legal Advocates.

Dear Council Members Solomon and Wilson:

The Washington State Access to Justice Board is deeply concerned about the King County Council's proposed \$300,000 reduction in its funding for the Community Services Division, in particular the potential impact of this funding reduction on the King County Legal Advocates. These programs include the Eastside Legal Assistance Program, Legal Action Center, Northwest Immigrant Rights Project, Northwest Women's Law Center, Unemployment Law Project and the Welfare Rights Organizing Coalition. Each of these programs plays a unique role in the coordinated delivery of critical civil legal services to low income people in King County. Continued funding of these programs is essential to ensure that every low income King County resident has meaningful access to our justice system.

Understanding that the Council is undertaking an RFP process to determine which programs will ultimately retain their funding, the ATJ Board respectfully would like to make the following suggestions:

- (1) Please structure the RFP so that is a simple and straightforward process.
- (2) In considering an outcome-based process, please maintain some flexibility. Many of these programs dispense valuable legal information and educational materials to pro se litigants. It is difficult to track client outcomes and to know if specific information was effective in resolving a client's problem.
- (3) Please maintain the following criteria in the RFP process, which is consistent with King County's Framework Policies for Human Services and the work of the Legal Advocates:

January 27, 2000

To: Barbara Solomon  
From: Pamela Crone

Re: RFP process: King County Department of Community and Human Services

I am writing you as a concerned citizen of King County, as well as, former attorney/director and current board member of the Unemployment Law Project ("ULP"). For over 13 years King County and ULP have had a partnership in providing legal advocacy and representation to worthy unemployed workers denied unemployment benefits. As of May of 2000, the ULP along with other agencies belonging to the King County Legal Advocates must apply through the competitive RFP process in order to be considered for continued financial support from the King County Community Services Division.

ULP is a member of the King County Legal Advocates who provide necessary civil legal services to low income King County residents. King County Legal Advocates include Eastside Legal Assistance Program, Legal Action Center, Northwest Immigrant Rights Project, Northwest Women's Law Center, Unemployment Law Project, and Welfare Rights Organizing Coalition. The Advocates' service goals are consistent with King County's "Community Goals" adopted by the King County Council in September 1999.

Shared goals are:

- Prevention and early intervention
- Efficient service avoiding costly duplication of services
- County-wide service, especially in unincorporated King County

The challenge the county has before it is to develop an RFP process that is fair, simple and straightforward. Outcome measures should be flexible and incorporate our shared goals. Civil legal services play a valuable role in the community. Continued funding is essential.

Cc: Janna Wilson, Community Services Division  
Larry Gossett, Council Member  
Greg Nichols, Council Member



# Kent Youth and Family Services

232 S. 2nd, Suite 201 Kent, Washington 98032

10887

January 19, 2000

Barbara Solomon  
King County Division of Community Services, Community Services Division  
Janna Wilson  
King County Division of Community Services  
700 5<sup>th</sup> Ave Suite 3700  
Seattle, WA. 98104

Dear Barbara and Janna,

This correspondence is in response to the Proposed Funding Reductions and RFP Process for 2000 enclosed under cover of Sadikifu Akina-James' correspondence dated January 12, 2000. Thank you for the opportunity to provide comment through scheduled public hearings and a variety of other mediums. Although there are four scheduled hearings I am unable to attend a single one. Thus I offer my comments for your consideration in this form.

**Section I. A.: Background** - In support of continuity and focus, kudos on the *Framework Policies for Human Services* developed in September 1999 given that community goals of the *Framework* appear to parallel and/or partner with the United Way of King County five community goals, and vice versa.

It is clearly stated that the "Implementation Guidelines" call for a "Human Services Recommendation Report... for 2001-2003 to be submitted... by summer 2000." What does not seem to be clear is the "life" of the *Framework* beyond the delivery of the HSRR and the year 2003. It would be helpful, in my opinion, for the community to have some sense of whether the *Framework*, as conceived by KCDCS and understood by the Council at its adoption, is static as developed or that, as one would hope, it is a dynamic framework that will be re evaluated, modified, changed, etc. in keeping with changing community needs in the future. Not only is it my hope that would be the intent but that the "paralleling or partnering," real or unintentional yet really perceived, continues between KCDCS and United Way of King County when/if identifying changing community issues in the future hopefully leading to modification or changes to the community goals in the *Framework* and in United Way's community goals.

**Section I. D. Process to Develop the Phase I HSRR** - The flow chart contained in this paragraph clearly lays out the process through Phase I. As I begin to read through and comprehend the chart I note the diamond shaped box containing the text "Exiting County policy guidance for this service?" Followed by "If Yes" or "If No." My assumption is that "policy guidance" references the *Framework*.

In the case of Kent Youth and Family Services, which appears on the list contained in **Appendix A: Contracts In the RFP Pool**, I read from the diamond shaped box to "If No" and proceed. Yet when I turn to reading Appendix A I find that, not only does Kent Youth and Family Services as a provider receiving funds included in the RFP pool, respond to a Goal Area



V/TDD (253) 859-0300 FAX 859-0745



of the *Framework* but every provider in the RFP pool also responds to a *Framework* goal area. The clarity of the flow chart, specific to the text in the diamond shaped box breaks down into confusion when reviewed in connection with **Appendix A: Contracts In the RFP Pool. Section II. 3. b: All Remaining Service Areas Will Be Part of the RFP** contains the following: "All proposals will need to demonstrate consistency with the Framework Policies, justify the need for the proposed service against the results of community needs assessments..." Followed by **Section II. 5. b: Some Services Not Eligible**: "Potential applicants will need to review the *Framework Policies* to ensure that their projects are eligible under the policies... Similar to the flow chart these excerpts do not seem to connect without confusion with the contents of **Appendix A: Contracts In the RFP Pool**. Clarification by staff would be appreciated and certainly helpful.

**Section II. 5. b: Some Services Not Eligible** – The first paragraph of this citation concludes with: "Specifically, CSD may not use County current expense funds to support human services which are organized and delivered on a local basis in an incorporated area and targeted primarily to incorporated area residents." This statement reads clear enough. However it is followed with a concluding citation: "Support for service systems on a regional or subregional basis and which serve County residents with demonstrated needs can be funded regardless of whether beneficiaries live in incorporated or unincorporated places. Proposers will have to demonstrate that services are regional and serve populations in need, as defined by the RFP." I do believe I get the gist of the distinction being made by these two, on first read, seemingly contradictory statements. Yet once again confusion enters in when, (a) "...as defined by the RFP..." should seem to mean as defined by the *Framework*, (b) "serve populations in need..." should be those populations who have needs that fall within the community goals of the *Framework*."

Once again, thank you for the opportunity to offer comment. Kent Youth and Family Services intends to be responsive to the RFP.

Sincerely,



Michael Heinisch  
Executive Director

Sadikifu Akina-James  
Mary Ellen O'Keeffe  
Pat Lemus



2212 S. Jackson  
Seattle, Washington 98144  
324-3063 ▲ CCS/TTD: 328-5646 ▲ CCS: 1-800-499-5975  
program of Catholic Community Services  
member of Women's Funding Alliance

To: Barbara Solomon, King county DCHS, CSD  
Janna Wilson, King County DCHS

10887

From: Jean Colman, Director  
Welfare Rights Organizing Coalition

Re: Proposed Funding Reductions and RFP Process for 2000

January 20, 2000

Thank you for the opportunity to comment on the Proposed Funding Reductions. My name is Jean Colman. I am the Director of Welfare Rights Organizing Coalition. We have received King County funding through the Legal Advocates Coalition. I must admit that when I saw the proposal in the budget last fall, I never expected that human services would suffer such a large cut in funding.

Welfare Rights Organizing Coalition is a grassroots organization that provides legal information and support to low income parents in King County. In 1999, 1227 parents and individuals called WROC with problems with their public assistance case. Sixty eight percent, or 835, lived in King County. Of that, 45% lived in Southeast King County, and 19% lived in Southwest King County. We talk not only to parents and individuals who receive a cash grant, but to parents who have left Temporary Assistance for Needy Families and want to know how to get the child care that is owed them, medical coverage for their children or themselves, as well as education and training that is part of the "get a job, get a better job, get a career" promise of WorkFirst.

In 1999, we received \$10,092. In fact we have been cut in many of the County budgets. We worked hard to be included in the County Human Services Framework as well as in other policy documents. I am actually a little angry both with the Council, the Community Services Division and myself.

During the Council budget process, we were told that there would only be \$100,000 in cuts to human service programs. Your document says there will be more. What changed? What is different now than during the budget process? My question for the Division, is, since you were given responsibility for developing this plan, where else did you look for cuts rather than human services? At some point, I would like an answer to these question.

If I were developing an RFP, I would want agencies to demonstrate:

1. That the form be simple and straightforward
2. That there is no duplication of services. Of if more than one agency provides a comparable service, that the need is so great, that the multiple agencies are not meeting it.
3. That the services demonstrate that they are a prevention service. I would define this broadly to include a type of early intervention. I would want to see that the service reduces, prevents, limits the need for more expensive services.

4. That the people served are very low income.
5. That the service links with other services; that it complements and support other services in the category or in the continuum of care within the County. For instance, while located in one category, the agency shows how it assists/complements other categories.
6. That it demonstrates that it serves people in King County. This however, is tricky. The plan says that it will serve primarily those who live in Unincorporated King County. Most people do not know if they live in Unincorporated King County and most small agencies, like mine, do not have the capacity to really check every address and zip code.

This year the County, like many of the Cities is using an outcome form of evaluation. I want to urge caution about Outcomes. Advocacy programs, like WROC, do not fare well in the Outcome model.

I have some concerns about the use of the local area plans to guide funding decisions. I participated in the early meetings of the East Urban planning process. Among the broad list of concerns and issues was civil legal services. However, through the dot system, emergency services to youth and adults emerged as higher priorities. I did not have the capacity to participate in the other planning groups. WROC members could not participate because of work school and family obligations. So, while shelter, youth services, domestic violence are more visible, services like civil legal services are also necessary to a family's quality of life and merit funding.

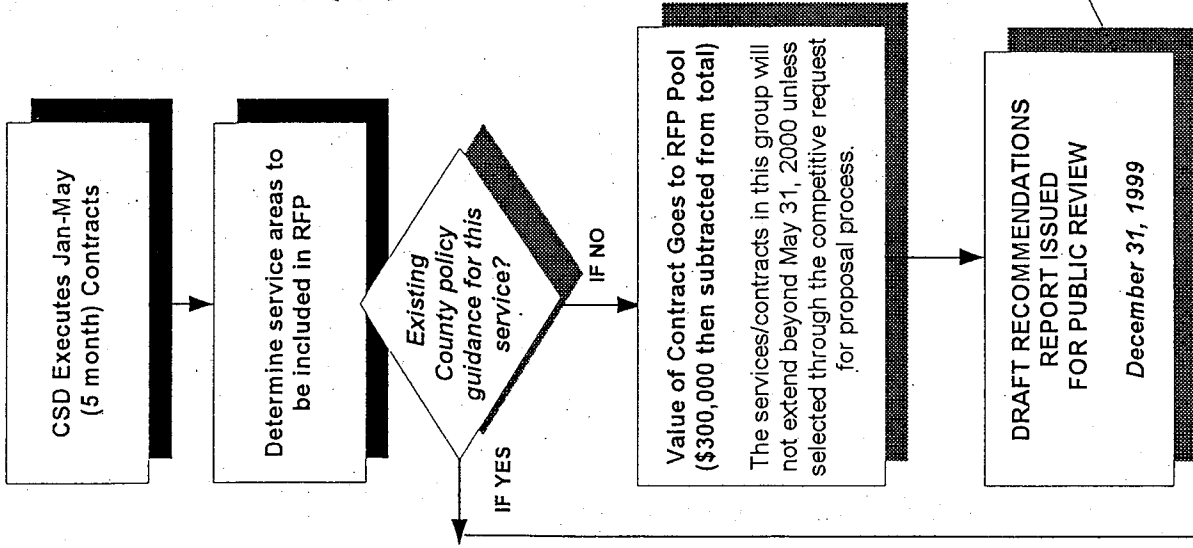
While the Legal Advocates Coalition first received funding through a Councilmember's Special Project fund, I now believe that you should review and see which agencies are getting Special Projects funding and which are not. I don't think an agency should receive both CSD and Special Projects money for the same project.

I must admit that I am not happy with the new round of cuts. As I said before, we received cuts under the Locke and Sims administration. None of these have been recovered. Nor have we ever received an inflationary increase. At the same time, the need increases. In a world of fairness, I do not think King County is contributing its fair share to human services.

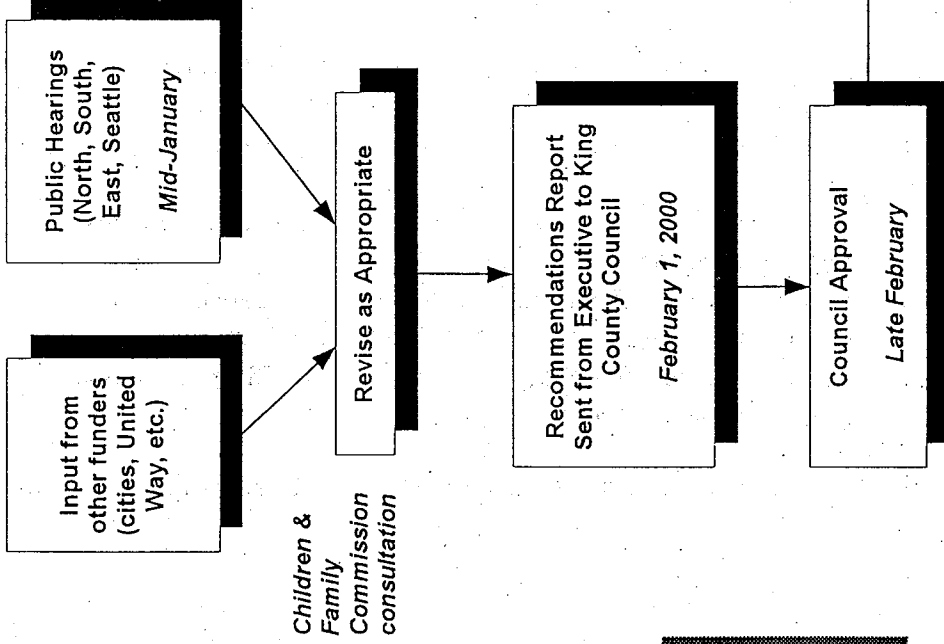
# Implementation of King County Framework Policies for Human Services: Phase 1

Focusing on the Community Services Division (CSD) Funding Reductions and RFP Process

December 1999

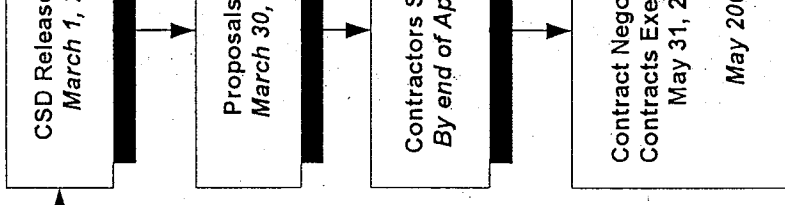


January - February 2000



Will include proposed service areas for RFP, and RFP rating criteria, which will link back to the Framework Policies.

March - June



**PHASE 2: April - July 2000**  
 These services will continue through June - December 2000 period. Their policies will, however, be reviewed in the review of existing policies to develop Framework Policies for Human Services that are "held harmless."  
 The Recommendations Report will be due to Council in summer 2000 in those areas.



## D. Process to Develop the Phase I HSRR

*Please see Section III at the end of this report for details on the process that is underway to develop the Phase II report.*

Shortly after the King County Council passed the 2000 budget in November 1999, the Department of Community and Human Services began to develop its approach to responding to the target reductions. Please see the graphic on the following page for an overview of the process. In December 1999, DCHS, Children & Family Commission staff, and Council staff met to determine the proposed approach to the Request-for-Proposal process that is outlined in this document.

DCHS also convened the King County Interdepartmental Human Services Team in December 1999, as called for in the *Implementation Guidelines* to the Framework Policies. The Team reviewed the requirements of the Implementation Guidelines, discussed the approach and content of the Phase I HSRR for 2000, as well as the longer-term plan for developing the Phase II report for 2001-2003.

Outreach activities in December 1999 and January 2000 included the following:

- Notified existing Community Services Division CX contractors about the target reductions and the proviso.
- Met with the King County Children and Family Commission to explain the proposed approach to the target reductions and gather their input.
- Sponsored four public hearings in different parts of the County to share the proposed RFP approach and gather feedback from providers and other interested persons.
- Met with other major funders, including Seattle, suburban cities, and United Way to discuss the impacts of I-695 on local human service budgets.

A summary of the input received on this Phase I report, and DCHS' response to it, is included as Appendix C.

Commissioners:

DOREEN CATO, *Chair*  
RICK S. BENDER, *Vice Chair*  
DEBRA COATES  
SHARON MAST  
ALVA SADLER

 **KING COUNTY  
HOUSING AUTHORITY**

**10887**

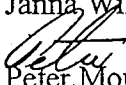
Executive Director:

STEPHEN J. NORMAN

MEMORANDUM

January 20, 2000

TO: Janna Wilson, King County DCHS

FROM:  Peter Mourer, King County Housing Authority

SUBJECT: Comments on the draft Human Services Recommendations Report, Phase I

I've had the opportunity to review your excellent draft report and the following are observations/recommendations I would propose for your consideration.

I believe that a large number of the programs listed in Appendix A fall within the "Not Eligible" service category (page 11), where the policy states: "CSD may not use County current expense funds to support human services which are organized and delivered on a local basis in an incorporated area and targeted primarily to incorporated area residents." At the same time, I'm not sure why the Rural Outreach, Housing Project Outreach and Northshore Parenting programs of Auburn Youth Resources, Kent Youth and Family Services and Northshore YFS (Appendix A, page 22) aren't excluded from the RFP pool. Aren't these agencies exempt per the Youth and Family Service Network agencies (Council policy, 1984)? An additional observation is that a single agency receives \$292,126 of the total funds (22.7% of the total available dollars).

Of greater concern is the large amount of dollars within the RFP pool that are distributed on a disproportionate basis to King County's geographic regions. For allocations serving geographic specific areas; nearly 50% goes to serve residents in Seattle, 32% goes to the Eastside and less than 20% to South King County. For South King County especially, this distribution is a sore point given the other funding sources' failure to match allocations based on both population and need. This is all the more surprising for this RFP process because King County is the only major provider of funding to human services that does an excellent job overall of ensuring that dollars follow both population and need. This is evident by the \$7.18 million in total CX contracted services.

I would very much like to see your report take a strong stand around the issue of disproportionate funding for health and human services to all citizens of King County, irrespective of regional residence. I believe this should be a primary purpose of the report, especially as it concerns future funding decisions for all King County.

Currently, more than 90% of the total health and human service dollars that go to community based organizations serving King County residents are allocated by King County, individual cities and United Way. This figure excludes direct payments to individuals made by federal and State entitlement programs. Yet both United Way and the cities provide highly disproportionate financial support to health and human services on a basis of population and need.

In United Way's "Community Assessment" of September 7, 1999, data shows United Way allocates \$6.60 per capita to provide health and human services to residents of South King County whereas Seattle receives a United Way per capita share of \$23.38 (page 71). This despite a similar need in each region based on families in poverty and other key indicators. Seattle does have greater *percentages* of need as indicated by some *indices*, but South County has the greater population in absolute numbers of low-income families. South County has 51% of the County's TANF recipients and more than twice Seattle's population of students on the free and reduced lunch program.

The same "Community Assessment" data shows *all* South County cities provide a total of \$3.38 million for health and human services compared to \$23.35 million provided by the City of Seattle to a smaller resident population base. The report goes on to show (page 71), that the funding **total** of King County, regional cities and United Way financial support to health and human services is more than \$72 to Seattle residents on per-capita bases compared to \$29 for South County residents.

Disproportionate human service funding is a critical issue for King County. This issue also goes against the King County policy framework, which says, "support for regionally organized human services is a **shared** responsibility among state and local governments-including the cities of King County-and the private sector."

Unless soon addressed, this problem is going to become far worse in the coming decade as we continue to see rapid population growth and a migration of moderate and low-income families to South King County, driven in part by the lower cost and greater availability of housing. For these reasons, I hope the issue will be covered in your report.

# 10887

Date: January 18, 2000

To: Jana Wilson, Barbara Solomon  
King County Dept. of Community & Human Services  
700 Fifth Ave., Suite 3800  
Seattle, WA 98104

From: Bob Cooper  
Community Relations Manager  
Food Lifeline

Re: Human Services Recommendations Report - Phase I: 2000 — 01.12.2000 Draft

Please accept the comments below in your official hearings/review of the above referenced draft document.

1. Sub-Regional Approach

I continue to have problems with the sub-regional regional approach to all service funding. There are many services, which are, by their nature, as broad or broader than countywide. While Food Lifeline's distribution of food and essential grocery products is a prime example of such services, it is by no means the only one.

2. Parallel Goals

Thank you for making the county's goals parallel with those of United Way of King County. I would hope that you would continue this trend toward helping agencies receiving funding from both sources to more easily track and report outcomes.

3. Definitions

Under "key conclusions" there is mention of "children" in south King County, defined as ages 0-9. PLEASE align reporting categories in your demographics with UWKC and other funders.

4. Access To Services

As noted in the North Urban goal area - and an issue that probably cuts across all areas of the county - access to service issues are huge barriers. These will only become worse with projected cutbacks in Metro bus services (including Access services to the elderly and handicapped). I would urge the plan to take these issues into account as the RFP's are developed.

COMMENTS RE: BUDGET REDUCTIONS AND RFP PROCESS

PAMELA FEINSTEIN, EXECUTIVE DIRECTOR  
EASTSIDE LEGAL ASSISTANCE PROGRAM

I am writing my comments on behalf of my agency and the King County Legal Advocates, a group of legal services providers including NW Womens' Law Center, Unemployment Law Project, NW Immigrants' Rights Project, WROC and Legal Action Center. My comments regarding the RFP process and its use are as follows:

1. The process itself should be simple, straightforward and short. If possible, DCHS should look at the application process presently being used by other funders, such as the suburban cities and United Way.
2. The use of outcome reporting needs to be done cautiously and with the understanding that not all services lend themselves to outcomes easily and that some types of services are not quantifiable in meaningful outcomes. There should not be a "cookie cutter" approach that doesn't recognize the differences amongst agencies and their ability to use and track outcomes.
3. The process should include information that takes into account all county funding sources for the entire agency, including Special Programs funding through Council members.
4. DCHS should consider including requests for the following information in the application
  - discuss how services are as non-duplicative as possible and ways in which the agency tries to ensure this (again to the extent possible)
  - how the services are preventative/early intervention which lower the potential costs of other services
  - income levels of those served
  - how the services complement other services (or provide links to such services) and what the agency's place is in the continuum of services.
  - demonstration that services are being provided to residents outside of the City of Seattle—to what extent, etc.

We appreciate the opportunity to provide input on this process. If we can provide any other information or you have any questions regarding these comments, please feel free to call me at 425-747-7274. Thank you.

CC: Larry Gossett  
Greg Nickels