



KING COUNTY

1200 King County Courthouse
516 Third Avenue
Seattle, WA 98104

Signature Report

July 6, 2017

Motion 14901

Proposed No. 2017-0235.1

Sponsors Kohl-Welles

1 A MOTION accepting an outcomes report on the best starts
2 for kids youth and family homelessness prevention
3 initiative, in accordance with Attachment A to Ordinance
4 18373.

5 WHEREAS, Ordinance 18285 approved the Best Start for Kids Youth and Family
6 Homelessness Prevention Initiative Implementation Plan, and

7 WHEREAS, the implementation plan approved by Ordinance 18285 and
8 subsequently updated by Ordinance 18373 requires reports on program outcomes to be
9 transmitted to the council annually, with the first report due in May of 2017, and

10 WHEREAS, the youth and family homelessness prevention initiative was just
11 launched such that there are no programmatic outcomes to report yet so the attached
12 report describes the programmatic development to date, and

13 WHEREAS, the report is submitted by the executive;

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

15 The council accepts the report on the best start for kids youth and family

16 homelessness prevention initiative outcomes, Attachment A to this motion, in accordance
17 with Ordinance 18373.
18

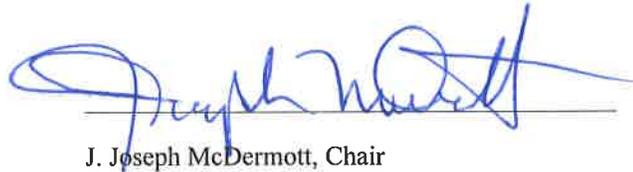
Motion 14901 was introduced on 6/5/2017 and passed by the Metropolitan King
County Council on 7/5/2017, by the following vote:

Yes: 9 - Mr. von Reichbauer, Mr. Gossett, Ms. Lambert, Mr. Dunn,
Mr. McDermott, Mr. Dembowski, Mr. Upthegrove, Ms. Kohl-Welles
and Ms. Balducci

No: 0

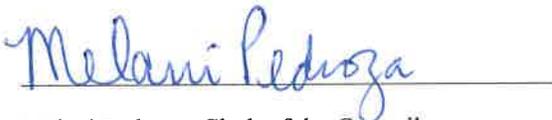
Excused: 0

KING COUNTY COUNCIL
KING COUNTY, WASHINGTON



J. Joseph McDermott, Chair

ATTEST:



Melani Pedroza, Clerk of the Council

Attachments: A. Best Starts for Kids - Youth and Family Homelessness Prevention Initiative

Best Starts for Kids – Youth and Family Homelessness Prevention Initiative 2017 Outcomes Report



Department of Community and Human Services
Housing and Community Development

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Introduction

In November 2015, King County voters approved the Best Starts for Kids (BSK) levy for the purpose of funding prevention and early intervention strategies to improve the health and well-being of children, youth and their communities. Per King County Ordinance 18088, \$19 million of the first year levy proceeds was included to plan, provide and administer a Youth and Family Homelessness Prevention Initiative (YFHPI).

YFHPI Model

The YFHPI Implementation Plan was approved by King County Council on May 9, 2016 via Ordinance 18285, and subsequently updated on September 19, 2016 by Ordinance 18373. The implementation plan identified the strategies to be funded, and outcomes to be achieved, with the use of \$19 million of the Best Starts for Kids levy proceeds for the YFHPI¹. Per the implementation plan, the Department of Community and Human Services (DCHS) administers and monitors the YFHPI. The YFHPI Implementation Plan approved by Ordinance 18373 requires that an independent outside evaluation be conducted for this initiative. DCHS Director Adrienne Quinn (via email communication to Council in April) laid out various alternatives pertaining to the external evaluation for Council consideration.

The implementation plan is based on the Washington State Domestic Violence Housing First (DVHF) Initiative pilot program (spanning September 2009 through September 2014), implemented by the Washington State Coalition Against Domestic Violence and funded by the Bill & Melinda Gates Foundation and the Medina Foundation.

The YFHPI, like the DVHF pilot program, includes mobile case management based on progressive engagement², and flexible financial assistance aimed at homelessness prevention³. In other words, the YFHPI utilizes an adaptable approach allowing services to be customized to the unique and specific needs of the client⁴.

¹ The YFHPI Implementation Plan was developed collaboratively with the Youth and Family Homelessness Prevention Model Planning Committee and the Children and Youth Advisory Board.

² According to the National Alliance to End Homelessness, progressive engagement is a nationally recognized best practice that provides customized levels of assistance to participants, providing the services needed, but not more than is needed, to achieve housing stability.

³ As stated on pages 12-13 of the YFHPI Implementation Plan, updated September 19, 2016, the goal to be achieved in the annual spending of funds by provider agencies "shall be to split their funds 50/50 with half of the funding going to case management and administrative costs and the other half going to flexible funds for clients." It is further indicated that the intention is that this goal be achieved by looking at the aggregate spending of all provider agencies and that, in the recognition it may be difficult to achieve this goal in the first year of the program due to higher start-up costs for some agencies, the goal will start with the 2017 fiscal year.

⁴ YFHPI program eligibility is intended for youth and families who are at imminent risk of homelessness, whereas individuals who have already become homeless would be served through the homeless services system. As noted in the RFP application guidelines, YFHPI will use an expanded definition of homeless youth to include homeless youth in schools, and families or youth who are doubled up or couch surfing— who are otherwise unstably housed, but not literally homeless.

This client-centered model that couples progressive engagement case management with flexible financial assistance allows YFHPI to immediately address the issue placing the household at imminent risk of homelessness. Progressive engagement is a strategy to effectively target resources and enable case managers to work with clients on underlying issues leading families and youth to be at imminent risk of homelessness. Under YFHPI, case managers are mobile, meeting clients at the location of their choice.

The YFHPI supports programming and funding under YFHPI that addresses race; ethnicity; lesbian, gay, bisexual, transgendered and queer (LGBTQ) communities; and regional disproportionality in homelessness.

Specifically, increased prevention efforts should prioritize support for Native Americans and Asian Pacific Islanders, African Americans and immigrant and refugee populations, as well as agencies serving survivors of commercial sexual exploitation and human trafficking, because these population groups disproportionately become homeless.

In addition to targeting culturally-specific communities, the YFHPI recognizes the difference between delivery of services in rural versus urban contexts, and seeks to pay special attention through the allocation process to fund programs serving geographically isolated areas.

Community Outreach

In order to effectively meet the needs of youth and families at *imminent risk* of homelessness, DCHS developed an outreach strategy that would ensure agencies serving at-risk populations including families and youth of color, immigrant and refugee families and youth, LGBTQ youth, and victims of domestic violence, commercial exploitation and human trafficking, would be aware of and apply for the YFHPI services Request For Proposals (RFP). The outreach focused its efforts on small community-based organizations who are often unfunded yet serve disproportionately represented communities targeted for services under the initiative.



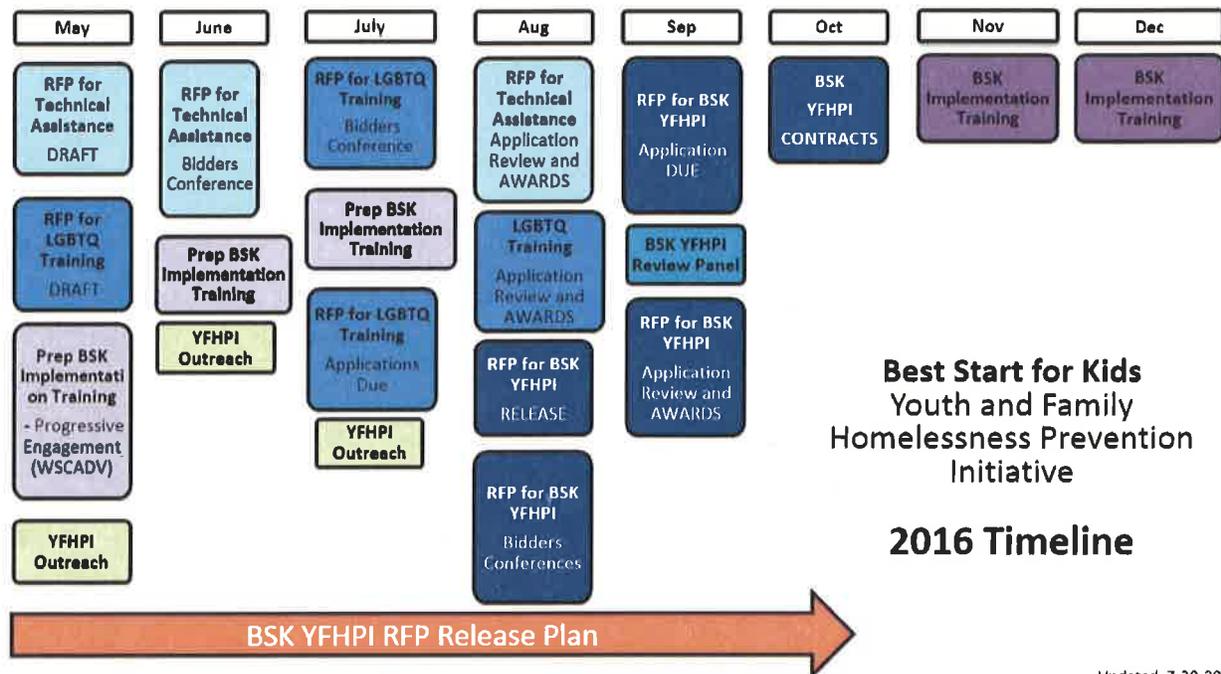
Outreach efforts included in-person visits, phone contact and direct email. In total, staff had direct contact with 78 nonprofits that are led by communities of color, are community-based and/or who had proven competency in addressing the needs of individuals at *imminent risk* of homelessness throughout King County. In addition to direct contact, staff hosted seven community forums to raise awareness of the YFHPI and the upcoming funding process. Community forums were held at:

- Mount Si Senior Center - North Bend, WA
- Enumclaw Council Chambers – Enumclaw, WA

- Refugee Forum Meeting – Renton, WA
- South King County Emerging Communities for Equity – Burien, WA
- Family and Young Adult Meeting (All Home) – Seattle, WA
- Seattle Youth Violence Prevention – Seattle, WA
- Seattle King County Human Services Coalition – SeaTac, WA

Competitive Processes

The YFHPI launched three Request for Proposal (RFP) processes starting with technical assistance support to assure that a wide range of non-traditional applicants would have assistance when applying for funding. The second proposal supports agencies to effectively serve LGBTQ participants. The third proposal was the YFHPI application for services RFP. Each of the RFPs were informed by the DVHF model and information gathered throughout the community outreach process.



Updated 7-20-2016

With a rigorous six-month timeline from planning to implementation, all three RFPs were completed and awarded contracts from the period of May 2016 to October 2016. Final contracts were signed in February 2017.

TECHNICAL ASSISTANCE RFP

On June 2, 2016 King County released an RFP for technical assistance. An application workshop was held on June 9, 2016 and attended by five organizations. The application process closed on June 23, 2016.

In total, six applications were received. Each application was reviewed and rated by an application review panel made up of seven raters that included three Council staff members representing Districts 5, 7 and 9. On August 1, 2016, the review panel gathered and made a funding recommendation.

The Nonprofit Assistance Center was awarded a contract for \$10,000 to provide technical assistance to agencies interested in applying for the BSK YFHPI services application.

Results: Technical Assistance

The Nonprofit Assistance Center conducted two regional application training workshops on September 1, 2016 in Seattle and Kent. In total, 18 agencies attended the application training workshops. From September 1, 2016 through September 20, 2016, the Nonprofit Assistance Center provided an additional 25 hours of one-on-one technical assistance to interested applicants.

With the large representation of applications received both from agencies that had never received county funding and several representing ethnically diverse organizations, the Nonprofit Assistance Center was given an additional \$1,000 contract to provide a training to the reviewers and raters of the YFHPI services proposals. The training “How do we Really Build our Equity Lens” was provided on September 27, 2016.



New agencies that participated in workshops were nearly three times more likely to be funded than those who did not participate; 56 percent of those who participated in workshops were funded, compared to 19 percent of those who did not participate.

LGBTQ AWARENESS TRAINING RFP

On June 14, 2016, the RFP for LGBTQ awareness training was released to the public. An application workshop was held on June 23, 2016 with seven organizations represented. The application process closed on July 7, 2016.

In total, four responses to the RFP were received. The applications were reviewed and rated by an application review panel made up of eight raters that included three Council staff members representing Districts 1, 4 and 8 on August 17, 2016. The review panel prioritized the top two scoring applications and invited representatives from both organizations to interview. Panel scores were combined with interview scores and the highest scoring applicant was awarded the contract.

Revelry Media & Methods received a contract in the amount of \$10,000 to provide LGBTQ awareness training to organizations funded to implement the YFHPI model in 2017. Training would consist of two half-day trainings and (four) additional two-hour learning circle trainings.

Results: LGBTQ Training

The first half-day training was held on February 14, 2017 and had 32 participants; 30 responded to pre- and post-training surveys. The survey measured participants'



knowledge about gender and sexual diversity; professional preparedness to work effectively with LGBTQ youth; familiarity with how race, ethnicity, gender and sexuality intersect in the lives of LGBTQ youth; and how supporting LGBTQ youth and families is important for the prevention of homelessness.

Through the training, participants realized they had more to learn about gender and sexual diversity, felt better equipped to work effectively with LGBTQ youth and had a higher level of understanding about how supporting LGBTQ youth and families is important in the reduction of homelessness.

The first learning circle training was provided March 15, 2017. Staff from all 26 contracted agencies participated.

YFHPI Application for Services RFP

On August 9, 2016, the YFHPI application for services was released to the public. A series of five application bidder's workshops were held the week of August 15, 2016 through August 19, 2016. Workshops were held throughout King County in an effort to reach the broadest audience.

- | | |
|-------------------|--|
| August 15, 2016 - | Seattle Central (100 23 rd Ave. S., Seattle) |
| August 16, 2016 - | Multi-Service Center (1200 S. 336 th , Federal Way) |
| August 17, 2016 - | YWCA (1010 S. 2 nd Street, Renton) |
| August 18, 2016 - | First Congregational Church (11061 NE 2 nd St., Bellevue) |

August 19, 2016 - North Seattle Opportunity Center (9600 College Way N.)

Sixty-four agencies responded to the RFP, which closed September 20, 2016. Forty-seven of the agencies were community organizations led by people of color, 36 percent were small community-based organizations and 30 percent were new to DCHS.

The submitted proposals, all of which met eligibility criteria, were reviewed by an application review panel comprised of 16 members, including three Council district staff members, members of the BSK Children and Youth Advisory Board and community members. Of note, the application review panel was provided with application rater training by county staff and the Nonprofit Assistance Center (NAC), which was previously awarded funding to provide technical assistance to agencies interested in applying for services funding.⁵ The panel review was based on the following scoring criteria:

- Agency Capacity and Service to Target Populations (35 possible points)
- Fiscal and Data Capacity (10 possible points)
- Cultural Responsiveness (15 possible points).

The DCHS Director reviewed and accepted the recommendations of the application review panel. Twenty seven agencies were selected to receive a contract in the amount of \$150,000 each, totaling \$4,050,000 in funding to implement services for the YFHPI. Table 1 outlines the 26 agencies that were awarded and accepted funding in November, 2016.

On March 17, 2017, a report identifying the provider agencies selected to receive funding, and the amount of funding allocated to each selected agency, was transmitted to Council with a motion to accept the report, in fulfillment of the requirement of the YFHPI Implementation Plan. DCHS indicated that the department is working to obtain a signature on the 27th contract. Council accepted the report in Motion 14845 on April 17, 2017.

⁵ For more information about the RFP award for YFHPI technical assistance funding, please see Motion 14797.

Table 1: Signed BSK YFHPI services funding contracts

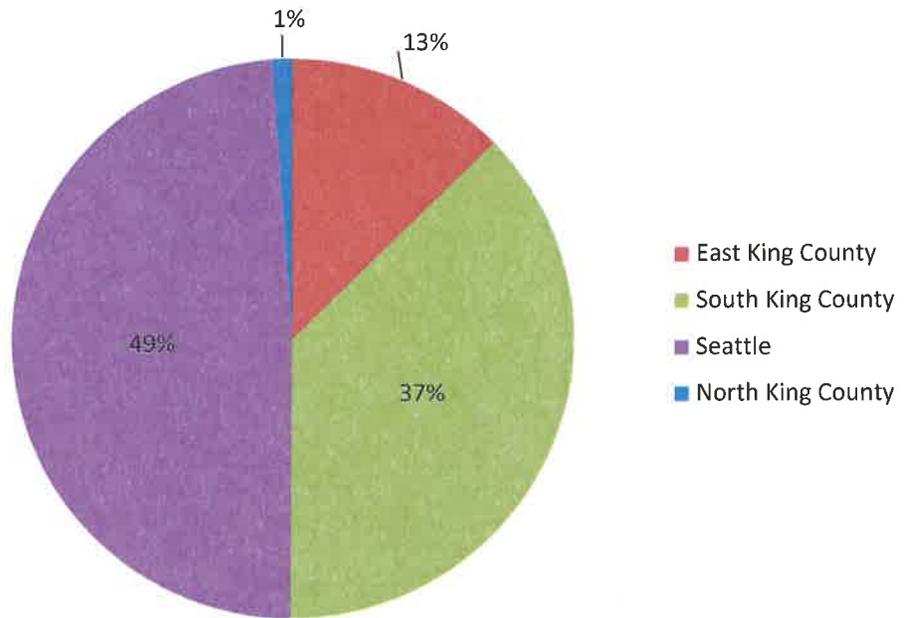
- Africatown International
- API Chaya
- Atlantic Street Center
- Auburn Youth Resources (NEXUS)
- Friends of Youth
- Interim Community Development Association
- Iraqi Community Center of Washington
- Kent Youth and Family Services
- Lifewire
- Mother Africa
- Mother Nation (formerly Native Women in Need)
- Multi-Service Center
- Open Doors for Multicultural Families
- Partner in Employment
- POCAAN
- Seattle All Kids Home (Partners at Lowell PTA)
- Refugee Women's Alliance
- Riverton Park United Methodist Church
- Seattle Education Access
- Seattle Indian Health Board
- The Arc of King County
- Therapeutic Health Services – CYFS
- United Indians of All Tribes
- Wellspring Family Services
- Youth Eastside Services
- YouthCare

The following graphics reflect the alignment of agencies funded to provide YFHPI services and the expectations of the YFHPI Implementation Plan to address race, ethnicity, LGBTQ communities and regional disproportionality in homelessness.

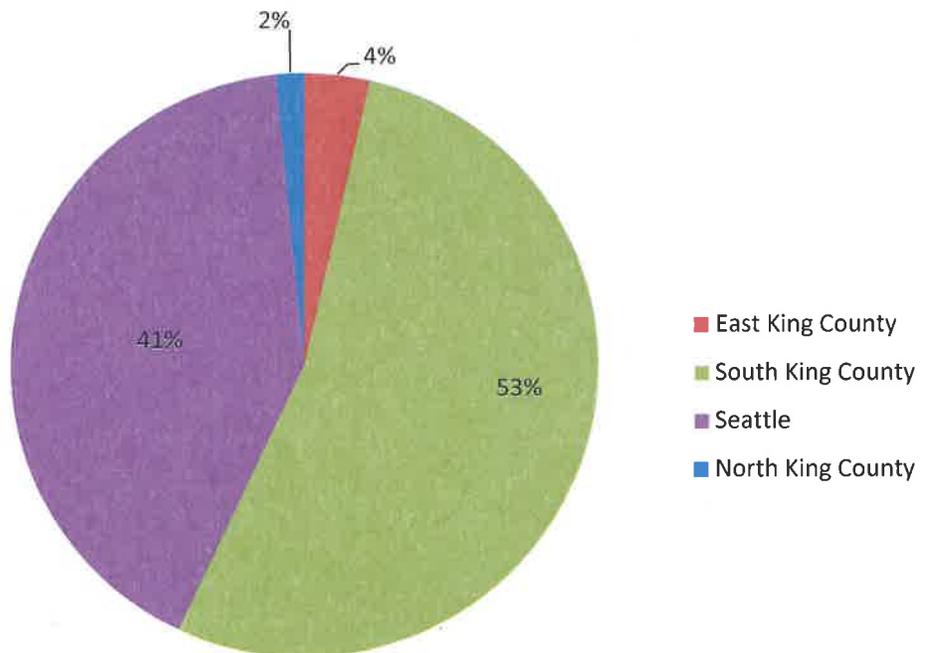
Regional Distribution of YFHPI Funded Agencies



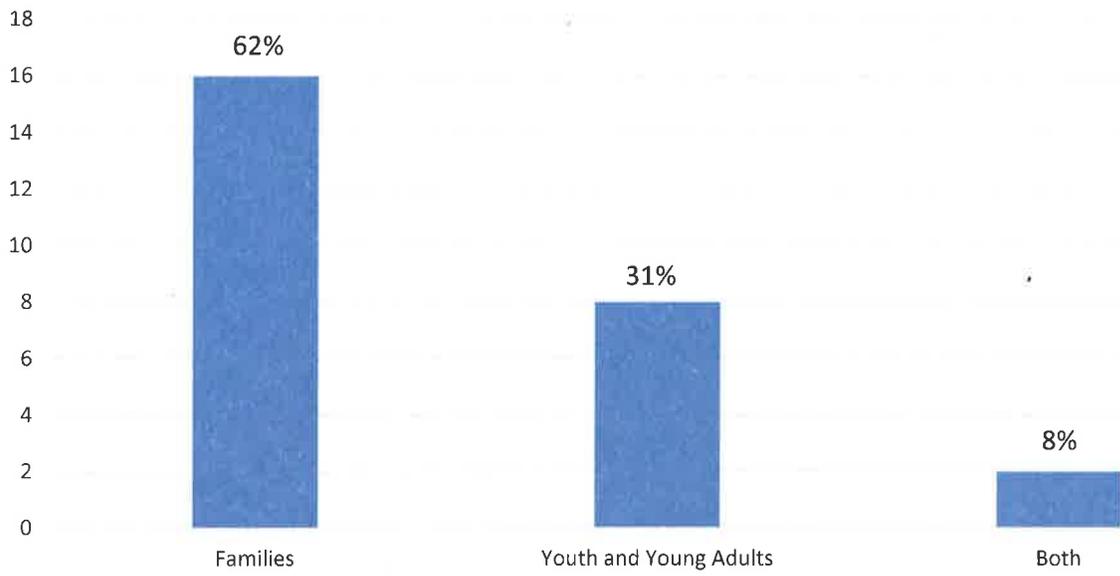
Regional Distribution of Newly Homeless Youth, 2015



Regional Distribution of Newly Homeless Families, 2015

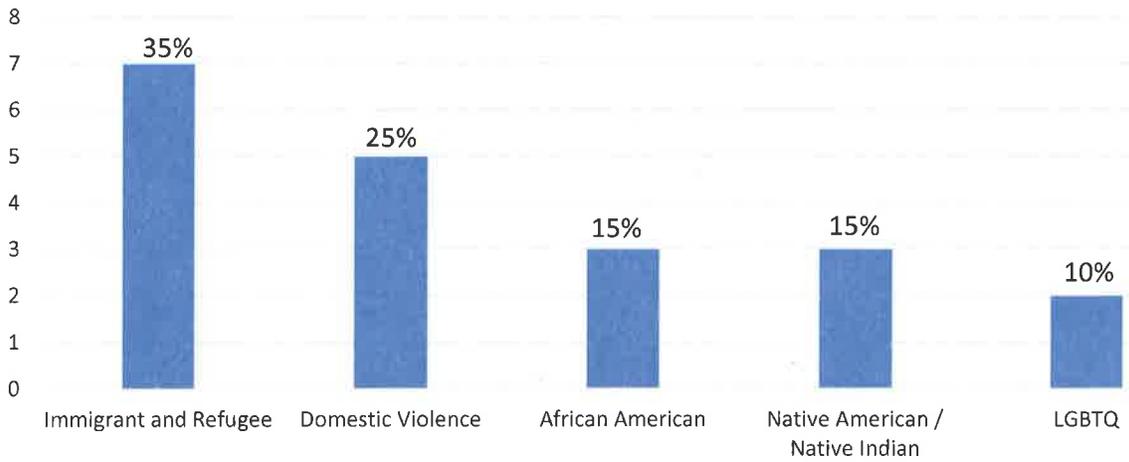


Populations Served by Agencies



Agencies Targeting Priority Communities

N = 20



Program Implementation

Database

On September 26, 2016, DCHS entered into a contract with Bitfocus, Inc. to utilize Clarity Human Services software to gather demographic and service data for the YFHPI. Clarity Human Services software is a web-based software platform that ensures contractors funded under BSK YFHPI could enter data at the time and location most convenient for both clients and staff.

The awarded contract of \$609,175 over five years ensures all aspects of database implementation and maintenance, including user set-up, training, help desk and user support, reporting, systems administration and project management, for the duration of the contract.

In November, Bitfocus, Inc. completed the development of the database system and trained program staff in the use of the database. Bitfocus provided a web-based training to new YFHPI database users on December 16, 2016. Bitfocus staff provided a live training to newly hired case managers on February 15, 2017 and the second web-based training has been scheduled for June 2017.



Case Management Training

The Washington State Coalition Against Domestic Violence (WSCADV) received a contract in the amount of \$46,574 to provide training to all BSK YFHPI case managers in the DVHF Initiative program model.

During December 14-16, 2016, DCHS supported three days of training for agency staff who were awarded contracts under the services RFP. The first day of training was provided by WSCADV and provided an overview of the DVHF model, adjusted for implementation by YFHPI. Day two of training was both a day of celebration and learning. The day began with King County Executive Dow Constantine inviting agency representatives to celebrate the launch of BSK YFHPI at Mother Africa (one of the new BSK YFHPI provider offices). After the event, agency staff participated in the first web-based training for the YFHPI prevention database. Day three of training was again provided by WSCADV and focused on the application of the DVHF model and strategies to successfully prevent an episode of homelessness.

Feedback was received from the first training and incorporated into the second three-day training offered February 13-15, 2017. This three-day training included a half-day training for LGBTQ equity and social justice as well as a live half-day training on the prevention database.

Technical Assistance/Provider Ongoing Training

The BSK YFHPI Implementation Plan established guidelines, set by Council, to ensure the needs of youth and families at imminent risk of homelessness would be met with "...strategies designed to ensure that at-risk populations, including families and youth of color, immigrant and refugee families and youth, LGBTQ youth, and victims of domestic violence, commercial exploitation and human trafficking, have access to providers who are trained and competent in meeting the unique needs of these at-risk populations. Strategies shall include contracting with organizations with proven competency, as well as making training available to build capacity and competency of organizations. The annual report shall include an analysis of the strategies being implemented and the effectiveness of those strategies."

In fulfillment of the Council directive for training, DCHS has undertaken a rigorous process of providing technical assistance to agencies as they implement the YFHPI. BSK YFHPI staff provide one-on-one on-site assistance to agencies upon request. Staff



are available to train providers on a myriad of program elements ranging from how to enter client information and financial expenditures into the database, to how to track and calculate case management hours. Assistance has been provided in setting early expectations around developing systems of accountability in anticipation of county contract monitoring.

Learning Circles

Established as one of the primary pedestals for learning are monthly case manager learning circles. Facilitated by BSK YFHPI staff, monthly learning circles are held the third Wednesday of each month from noon – 3 p.m. at WorkSource Renton. Learning circles incorporate shared learning for case managers and agency staff.

Learning circles build knowledge by incorporating trainers WSCADV and Revelry Media & Methods. Beyond extended learning in the DVHF model and cultural competency when serving our LGBTQ community members, training is provided about relevant community resources, best practices, and cover a variety of topics pertinent to ensuring the YFHPI is successful.

Learning circles began in January 2017 and have incorporated the following learnings:

Month	Learning	Trainer(s)
January	First steps to implementing YFHPI Clarification of DVHF model	Hedda McLendon / Kim Dodds WSCADV
February	Three-day case manager training	WSCADV DCHS Staff (Finance, Contracting, and Housing Staff)
March	Housing Roadmap Prevention... Diversion... or Homeless? Making the case for LGBTQ Access Plan.Do.Check.Act – Roadmap for tracking outcomes	Hedda McLendon Revelry Media & Methods Kim Dodds
April	Continuation of training of DVHF model	WSCADV

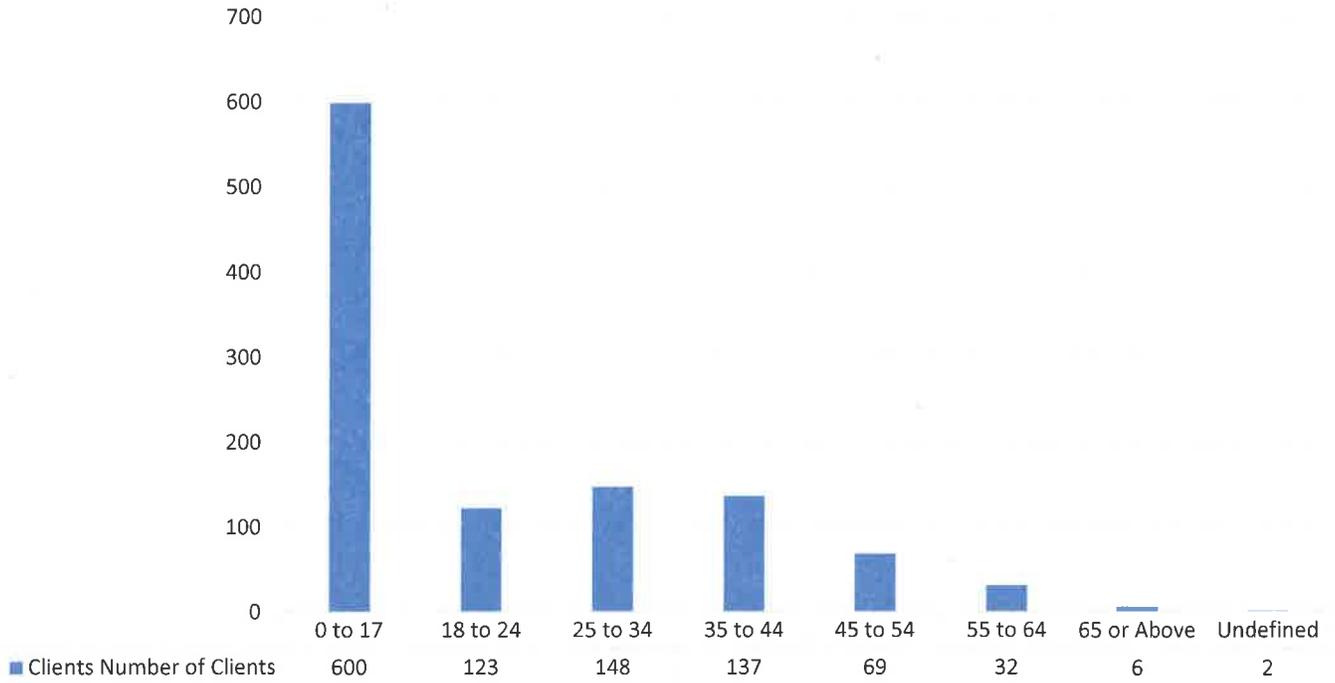
Initial Results

Data Presentation - Time Period of November 1, 2016 through March 31, 2017

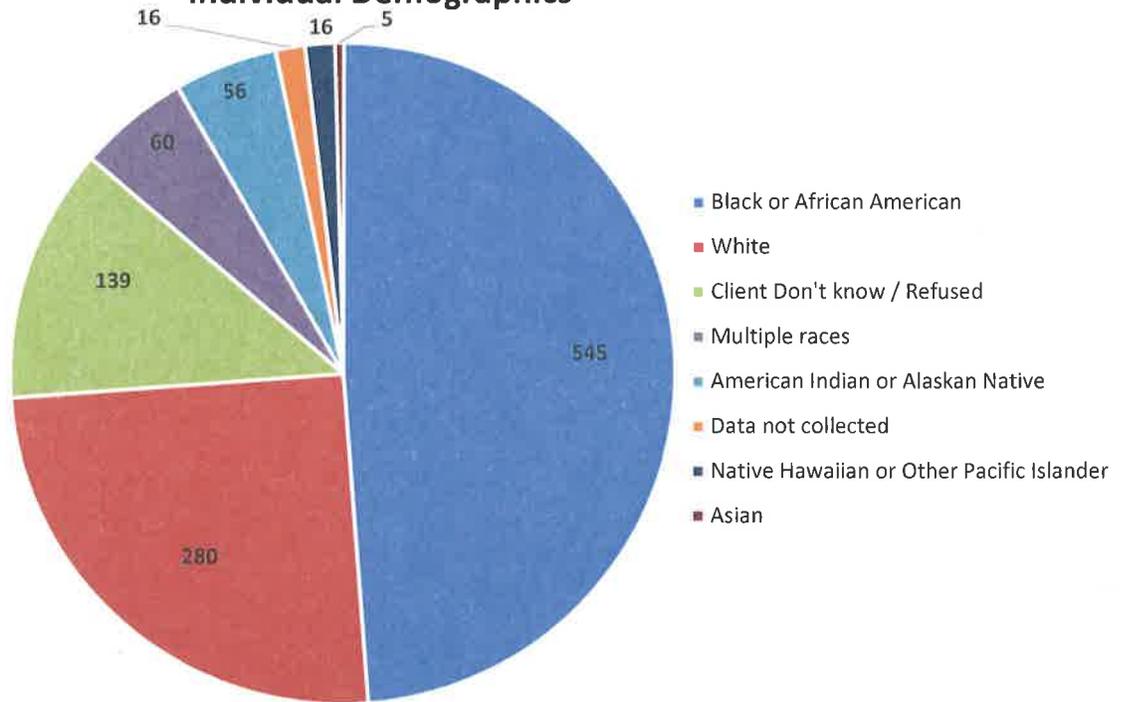
By March 31, 2017, 92 percent of funded agencies had already begun providing case management support to clients. The agencies that had not started were late in starting their hiring processes or struggling with establishing a client base due to new programming.

To date, over 356 families have been served, accounting for 1,000 individuals. The vast majority of clients are ages 0 to 17, and identify as black or African American, as indicated in the charts below.

Individuals Served by Age

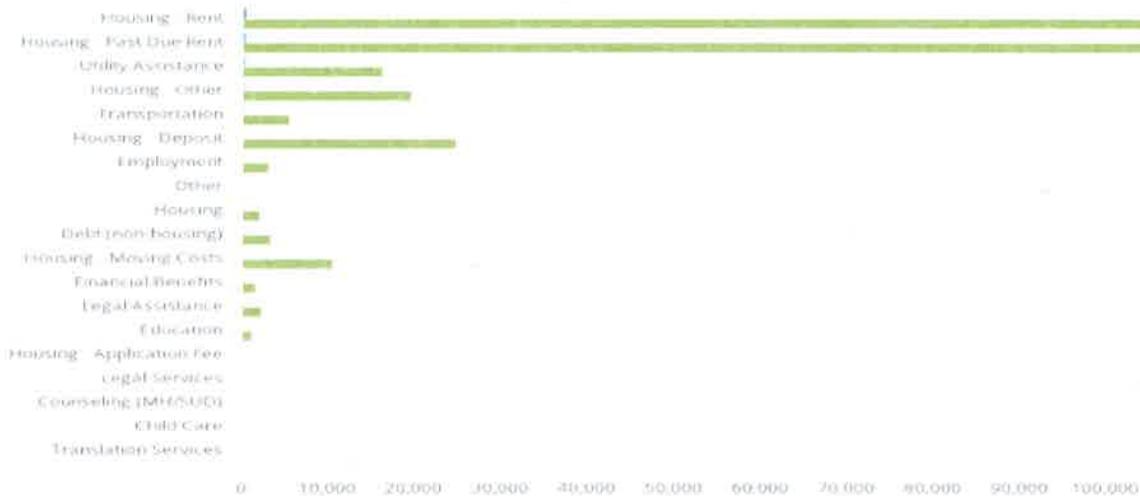


Individual Demographics



YFHPI providers have utilized \$263,748.67 in flexible funds to maintain stable housing and prevent homelessness. The average cost per family is \$740.87, or \$263.75 per person. The majority of funds are spent on rent (current location and past due).

Financial expenditures by category



Case Manager Statements

“At The Arc of King County we are so happy to be able to offer support to families with loved ones who have intellectual and developmental disabilities to prevent homelessness. Since starting our BSK YFHPI program, we have heard many heart-wrenching stories of families struggling to keep their head above water as they care for their disabled children. Just this week we worked with an immigrant single mother of a toddler with profound developmental disabilities. Because of her baby’s intense health care needs, she had to leave her job and thus was unable to pay rent. She had been staying with an extended relative, but needed to pay rent or move out. With support from our case manager, this mother was able to negotiate her rental agreement to an amount she could afford based on income from SSI. We are now working with her to find specialized care for her child so that she can return to work.”

“Case management is personal to me because I was once a refugee. I didn't have anything or a house to sleep in. I was vulnerable and I needed help. Someone took his/her time to help me in finding resources and service that were available so that I could survive. Without that person, I don't think I can be here where I am today. There are many people looking for help. With that, I believe it's my job to give back to the community. The community I love and which had once taken care of me.”

Design Change

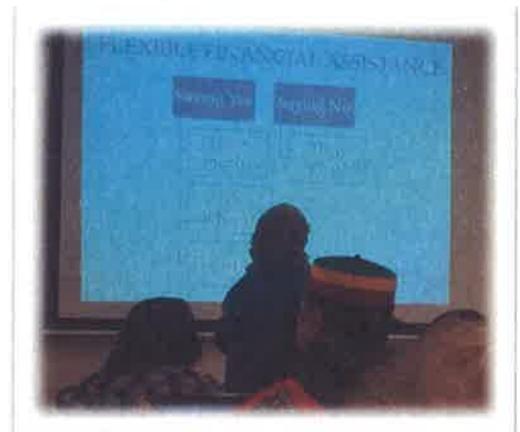
As a result of extensive community outreach and engagement, DCHS received feedback that the funding limits of \$100,000 per contract (\$50,000 for case management and administrative costs and \$50,000 for client direct services) was not sufficient to provide a living wage for case managers, and would therefore require agencies to supplement BSK YFHPI contracts with other funding. Smaller community-based agencies, specifically those traditionally not funded by government contracts, identified the hardship this level would create due to a lack of private non-restrictive funding. In an effort to ensure that contracts would adequately fund professional case managers and administrative expenses, the original funding design of \$100,000 per contract per year was modified to \$150,000 through Addendum #1 to RFP 1149-16VLN posted on August 23, 2016.

Lessons Learned to Date

Lessons in Outreach and RFP Processes

As identified in the Community Outreach section, the time invested in direct outreach to service providers, school districts and key informants throughout the community allowed DCHS to fund agencies that, while not historically funded, offered the highest probability of ensuring youth and families at imminent risk of homelessness could receive services in the language, culture and manner needed to be most successful at becoming stabilized.

In addition to expanding culturally relevant service delivery, DCHS was able to increase knowledge of the overall efforts of Best Starts for Kids. Learning went both ways; outreach efforts increased awareness of the tremendous service potential within the community as well as the need to ensure that DCHS seeks more effective ways to support non-traditionally funded agencies.



While community outreach provided tremendous benefit from an equity and social justice perspective, there were unforeseen challenges. Extensive outreach led to overrepresentation of applications, frustrating traditionally funded agencies who did not receive YFHPI awards. Additionally, overrepresentation translated to well-qualified organizations not receiving funding that would have been an asset to the overall goals of the YFHPI.

Lessons in Program Implementation

Fulfilling the plans created to implement any new program requires a substantial commitment of time and resources. When one adds to this the complexities of funding agencies who have limited to no experience running a government-funded program, there is a need for adequate staffing support. While general training was provided in the three-day trainings covering each of these topics, additional one-on-one technical assistance has been needed to assist agencies in building organizational capacity such as:

- Assistance with financial tracking
 - Developing processes to track expenditures
 - Understanding what constitutes appropriate reimbursement documentation
 - How to submit invoices
 - Assistance working with flexible funding

- Assistance with data collection
 - Using a computer and web-based data collection software
 - Working with an Excel spreadsheet
 - Developing a system to track case manager hours
 - Direct vs. non-direct service hours
 - Understanding what constitutes a direct client service

- Assistance preparing for contract monitoring
 - Creating effective policies and procedures
 - Understanding what it means to be monitored

- Assistance with new program development
 - Assistance with creating job descriptions
 - Assistance with recruiting case managers
 - Assistance with recruiting clients

Summary of YFHPI Funds Allocation

Agency	Contracted Services	Competitive or Direct Funded	Date of Contract	Expenses Year 1
Washington State Coalition Against Domestic Violence	DV Housing First	Direct	11/1/2016	\$ 46,574.00
Nonprofit Assistance Center	TA for Services RFP	Competitive	8/9/2016	\$10,000
Nonprofit Assistance Center	TA for Rater/Reviewers	Competitive	8/9/2016	\$ 1,000.00
Revelry Media & Methods	LGBTQ Training	Competitive	12/1/2017	\$ 10,000.00
Bitfocus	Prevention Database	Direct	9/26/2016	\$ 174,775.00
All 26 BSK YFHPI Service Providers	Case Management	Competitive	11/1/2016	\$ 3,900,000.00
				\$ 4,142,349.00
* Bitfocus Year 1 expense \$174,775.00 / Year 2-5 expense \$108,600.00				

Next Steps

The Department of Community and Human Services (DCHS) will continue to administer, monitor and report on outcomes for the YFHPI. DCHS will continue to work with Council regarding selecting an external evaluator as well as the potential costs and benefits. Future reports on program outcomes will be included with the Best Starts for Kids Annual Report.