



KING COUNTY

1200 King County Courthouse
516 Third Avenue
Seattle, WA 98104

Signature Report

Motion 15665

Proposed No. 2019-0415.1

Sponsors Lambert

1 A MOTION acknowledging receipt of the progress report
2 on the coordination of the delivery of benefits and services
3 to low-income King County residents required by the 2019-
4 2020 Biennial Budget Ordinance, Ordinance 18835,
5 Section 98, Proviso P1.

6 WHEREAS, the 2019-2020 Biennial Budget Ordinance, Ordinance 18835,
7 Section 98, Proviso P1, requires the executive to transmit a report on the coordination of
8 benefits and services for low-income King County residents, and

9 WHEREAS, the proviso also requires the executive to transmit a progress report
10 on the final report and any challenges to produce the final report, and

11 WHEREAS, the proviso further requires the executive to submit a motion that
12 acknowledges receipt of the progress report by September 30, 2019;

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

14 The receipt of the progress report on the progress of the final report on the
15 coordination of the delivery of benefits and services to low-income King County

Motion 15665

16 residents, which is Attachment A to this motion, in compliance with 2019-2020 Biennial
17 Budget Ordinance, Ordinance 18835, Section 98, Proviso P1, is hereby acknowledged.
18

Motion 15665 was introduced on 2/4/2020 and passed by the Metropolitan King
County Council on 8/18/2020, by the following vote:

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

KING COUNTY COUNCIL
KING COUNTY, WASHINGTON

DocuSigned by:
Claudia Balducci
F8830816F1C4427...

Claudia Balducci, Chair

ATTEST:

DocuSigned by:
Melani Pedroza
8DE1BB375AD3422...

Melani Pedroza, Clerk of the Council

Attachments: A. Progress Report on the Coordination of the Delivery of Benefits and Services for
Low-Income King County Residents

Progress Report on
the Coordination of the Delivery of Benefits and Services for
Low-Income King County Residents

September 20, 2019



King County

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1. Executive Summary

This progress report responds to provisos in King County Department of Community and Human Services' (DCHS) and Public Health – Seattle & King County's (PHSKC) adopted King County 2019-2020 budgets. As required, this September 2019 report describes progress made on the production of the final report called for by the provisos and identifies challenges to produce the final report. The progress report reviews the departments' information collected to date, summarizes the work completed, and describes the approach that will be taken and content that will be included in the final report due March 31, 2020.

Progress to date includes:

- Developing shared operational definitions of key terms in the proviso, including “most common benefits and services,” “residents in poverty,” and “customer perspectives.” so that a standard approach can be used across different departments to prepare materials for the proviso response;
- Compiling the array of County services provided directly, through contracts, and by partners, which meet the operational definitions, and beginning the analysis that will inform the final report;
- Collecting feedback gathered by the County from residents in poverty regarding common benefits and services;
- Planning community engagement activities to ensure residents' perspectives inform the final recommendations;
- Understanding the information technology needs for improving coordination of benefits and services; and
- Drafting an outline of the final report.

An initial workgroup comprised of staff from DCHS; PHSKC; and the Office of Performance, Strategy, and Budget is leading this work. This fall, additional members from the King County Department of Information Technology (KCIT) and the Office of Equity and Social Justice (OESJ) will join the workgroup.

The proviso's emphasis on leading with residents' perspectives aligns with the County's strategic plan and Equity and Social Justice Strategic Plan. Insights gained to date include the importance of considering the whole person within the context of families, friends, and communities; and the value of person-to-person communication and community-based services supported by integrated data platforms.

Looking ahead, work in fall 2019 and winter 2020 on the final report will include focus groups and surveys; analysis of feedback gained through community engagement efforts; analysis of services provided by King County directly, through contracts and by partners; analysis of information technology options; and an update on the Clarity Card used in Reno, Washoe County, Nevada.

This progress report is organized to align with requirements of the provisos and includes:

- A. An assessment of the current coordination of the delivery of the most common benefits and services to residents in poverty,

- B. A customer-driven approach that prioritizes the perspectives of County residents who receive benefits and services and recognize the challenges customers might face, and
- C. An assessment of the role of technology in improving the coordination of benefits and services.

Progress to Date, Completed Tasks, and Approach and Content for the Final Report are addressed in each section.

2. Proviso Text

Page 52, Section 62 - Community and Human Services Administration, P2 and page 94, Section 98 - Public Health Administration, P1 of the 2019-2020 King County signed budget, Ordinance 18835:¹

- A. Of this appropriation, \$500,000 shall not be expended or encumbered until the executive transmits the following:
 - 1. A final report on the coordination of the delivery of benefits and services to residents in poverty, and a motion that should acknowledge receipt of the report and reference the subject matter, the proviso's ordinance, ordinance section and proviso number in both the title and body of the motion and a motion acknowledging receipt of the report is passed by the council; and
 - 2. A progress report on the progress of the final report as described in this proviso, and a motion that should acknowledge receipt of the report and reference the subject matter, the proviso's ordinance, ordinance section and proviso number in both the title and body of the motion and a motion acknowledging receipt of the report is passed by the council.
- B. The department of community and human services and public health - Seattle & King County shall work collaboratively on a final report that will assess the coordination of the delivery of the most common benefits and services to residents in poverty. Benefits or services should include those that are provided directly by the county, funded by the county, or provided by other noncounty organizations partnering with the county. The department of community and human services and public health - Seattle & King County should also consider benefits and services provided by other county agencies, such as the Metro transit department's ORCA Lift, to residents in poverty and work with those agencies to get input for the final report. The department of community and human services and public health - Seattle & King County shall approach the effort through the perspective of the customers, who are county residents that receive benefits and services, and recognize the challenges customers might face in receiving all benefits and services available.
- C. The department of community and human services and public health - Seattle & King County shall collaborate to also convene focus groups with customers to identify challenges and barriers on receiving benefits and services and to receive feedback on ways to address the challenges and barriers. The focus groups may also include social workers, case workers, health care providers and community organizations to understand the customers' perspectives.
- D. The final report shall include, but not be limited to:
 - 1. A summary of focus groups assessed as described in this proviso. The summary shall include, but not be limited to:
 - a. a list of organizations included in the focus group engagement;

¹ Section 62. Community and Human Services Administration, Proviso 2 and Section 98. Public Health Administration, Proviso 1, *2019-2020 Adopted Biennial Budget book*, November 13, 2018, 52, 94, <https://kingcounty.gov/council/budget.aspx>.

- b. gaps and barriers identified in delivering benefits to residents;
 - c. ways to streamline the delivery of benefits and services so that customers can receive them all in either a single location or a single method, or both; and
 - d. obstacles and challenges of identifying, applying and receiving benefits and services for customers in particular;
2. An assessment of the role of technology in improving the coordination of benefits and services. The assessment should include evaluating the county's existing "customer/constituent" database and its capabilities, new and existing back-end technology, such as data warehousing with business intelligence capabilities, and new and existing front-end technology tools, such as smart phone applications, web portals and a smart card. In particular, the assessment should include an assessment of smart card programs like the Clarity Card in Washoe County, Nevada; and
 3. Recommendations based on the focus groups and assessment of the role of technology, as described in subsection D.1. and 2. of this proviso, to improve integration of the benefits and services to residents in poverty.
- E. The progress report shall include, but not be limited to, progress made to date on the final report and any challenges to produce the final report.
 - F. The executive should file the progress report and motion required by this proviso by September 30, 2019, and the final report and motion required by this proviso by March 31, 2020, in the form of a paper original and an electronic copy with the clerk of the council, who shall retain the original and provide an electronic copy to all councilmembers, the council chief of staff and the lead staff for the health, housing, and human services committee, or its successor.

3. Summary of Progress to Date

Staff from the Department of Community and Human Services (DCHS) and Public Health-Seattle and King County (PHSKC) convened a work group to assess coordination of the delivery of the most common benefits and services available to low-income King County residents. The work group includes representatives from DCHS; PHSKC; and Office of Performance, Strategy, and Budget (PSB). The work group has identified the need for additional perspectives of key stakeholders from the King County Department of Information Technology (KCIT) and the Office of Equity and Social Justice (ESJ). Representatives from these offices will be invited to join the work group in phase two of the proviso response development efforts.

The sections that follow discuss the proviso's progress to date, completed tasks, and approach and content for the final report, and include:

- A. An assessment of the coordination of the delivery of the most common benefits and services to residents in poverty, to include those that are provided directly by the county, funded by the county, or provided by noncounty organizations partnering with the county; and consider benefits and services provided by other county agencies, such as Metro Transit's ORCA Lift.
- B. A customer-driven approach that prioritizes the perspective of county residents who receive benefits and services and recognize the challenges customers might face. Convene focus groups to identify challenges and barriers and receive feedback on ways to address.
- C. An assessment of the role technology can play in improving the coordination of benefits and services.

Key terms have been defined:

- **Residents in poverty** are defined as living in households at or below 200% of the federal poverty level. Several county, state and federal subsidized services and benefits programs, including Apple Health and ORCA LIFT, use this income eligibility level.
- Consideration of **residents'/customers' perspectives** is guided by the adaptive management principles of King County's ESJ Plan, which requires listening deeply, looking at root causes and adapting, responding with appropriate and timely changes, and learning and sharing to stay current.²
- **Most common benefits and services** have been defined by the workgroup, and are discussed below in 3 A ii.

A. Assess the Coordination of the Most Common Benefits and Services

i. Progress to date

King County is committed to social justice and equity for all who live here. In 2010, the County adopted its "fair and just" legislation, which names 14 determinants of equity and furthers King

² King County, *Equity and Social Justice Strategic Plan, 2016-2022*, 5, accessed September 6, 2019, <https://kingcounty.gov/elected/executive/equity-social-justice/strategic-plan.aspx>.

County's intentional work of promoting fairness and opportunity and the elimination of inequities for residents of King County.³ The ordinance defines "equity" as all people having full and equal access to opportunities that enable them to attain their full potential.⁴ The ordinance directs the County to focus on the populations with the greatest needs, particularly low-income populations, communities of color, and limited-English speaking populations.

The 14 determinants of equity that each county resident needs to thrive are:

1. Access to affordable, healthy, local food;
2. Access to health and human services;
3. Access to parks and natural resources;
4. Access to safe and efficient transportation;
5. Affordable, safe, quality housing;
6. Community and public safety;
7. Early childhood development;
8. Economic development;
9. Equitable law and justice system;
10. Equity in county practices;
11. Family wage jobs and job training;
12. Healthy built and natural environments;
13. Quality education; and
14. Strong, vibrant neighborhoods.

The County plays a bigger role in ensuring access to some determinants more than others. For example, the education system provides "quality education" without substantial direct involvement of King County. Using the Determinants of Equity as a guide and focusing on the benefits and services that are delivered, funded or influenced most directly by the County, the services listed below are included within the definition of "the most common benefits and services" provided to low-income residents. The benefits and services provided by the following County divisions, programs and initiatives have been analyzed and will be included in the final report:

- DCHS Behavioral Health and Recovery Division
- Best Starts for Kids Initiative
- PHSKC Community Health Services Division
- DCHS-Public Health Data Integration Project
- Familiar Faces Initiative
- DCHS Homeless Management Information System Project
- DCHS Housing, Homelessness and Community Development Division
- PHSKC Access and Outreach Program

³ "Building Equity & Opportunity" infographic, King County, April 2015, www.kingcounty.gov/equity.

⁴ King County, Ordinance 16948, October 11, 2010, <https://aqua.kingcounty.gov/council/clerk/OldOrdsMotions/Ordinance%2016948.pdf>.

- DCHS Developmental Disabilities and Early Childhood Supports Division
- Veterans, Seniors, and Human Services Levy Initiative
- DCHS Employment Services Section

For each program area, information has been collected on:

- The most common benefits and services to low-income residents.
- The current state of coordination of delivery of these services, among DCHS and PHSKC departments, and between departments and their County-funded partners.
- Recent community engagement efforts and results that contribute toward understanding the perspectives of customers.
- The role of current or potential technology in improving coordination of benefits and services.

ii. Completed Tasks

Based on internal stakeholder interviews, the work group has identified the following as the most common benefits and services offered to King County to residents in poverty:

- Behavioral health and recovery services,
- Employment support and training,
- Housing supports and homelessness prevention,
- Other social services, including capacity building and youth programs,
- ORCA LIFT,
- Public health services, including health care, health promotion, and wrap-around services,
- Property tax exemptions and deferrals, and
- Public defense services.

iii. Approach and Content for the Final Report

As required, the final report will include an assessment of the coordination of the delivery of the most common benefits and services to low-income residents within and across DCHS and PHSKC, as well as consideration of benefits and services delivered by other county agencies, using the definition above. The final report will include recommendations to improve coordination of benefits and services for low-income residents.

B. Customer Perspectives from Residents Who Receive Benefits and Services

i. Progress to date

As stated in the King County ESJ Strategic Plan, "...Community Engagement and Inclusion are essential to the County's success in adapting to a dynamic, changing landscape of community

needs and priorities.⁵ To recognize residents' time and input, the County routinely considers whether feedback gathered in one context is relevant in another and applies it where appropriate. To date, the work group has begun analysis documents produced by recent and relevant initiatives that have relied on community input to shape King County programs and policies. They are listed below in Table 1.

Staff is identifying crosswalks between the feedback and themes in these reports, and residents' perspectives on coordination of benefits and services for the final report. This analysis also will be useful in shaping questions to be included in the focus groups and surveys that will be carried out in fall 2019.

In addition, staff are developing an engagement effort that includes focus groups comprising systems users and providers. Outreach to relevant County Boards and Commissions is planned for fall 2019. Such groups include:

- Behavioral Health Advisory Board
- Children and Youth Advisory Board
- Health Care for the Homeless Governance Council
- Immigrant and Refugee Commission
- Juvenile Justice Equity Steering Committee
- Mental Illness and Drug Dependency Advisory Committee
- Uniting for Youth
- Veterans, Seniors and Human Services Levy Advisory Board.

ii. Completed Tasks:

Table 1 lists dates and summaries of recent and relevant community engagement activities that have documented a large volume of customer perspectives. Initial analysis of feedback and themes has been completed.

Table 1. Recent and Relevant Community Engagement

Road Map to Zero Youth Detention: September 2018

King County sought a wide array of perspectives on the development of the Road Map to Zero Youth Detention, with emphasis on those most impacted by the juvenile legal system. The insights of King County employees also informed the work. Engagement included community meetings and focus groups, employee focus groups, digital surveys, and case examples from those involved in the juvenile legal system. In 2018, 182 community members participated in community meetings and focus groups and 79 County employees participated in employee focus groups. A total of 2,132 King County residents and 142 employees responded to a digital survey. Nineteen parents or guardians and 12 youth participated in case examples.

⁵ King County, *Equity and Social Justice Strategic Plan, Community Engagement Report*, December 2015, 7, <https://www.kingcounty.gov/~media/elected/executive/equity-social-justice/2015/ESJ-SP-CE-ReportFinal.ashx?la=en>.

Veterans, Seniors, Human Services Levy (VSHSL) Implementation Plan: July 2018

Community partners, primarily social services providers, and DCHS staff collaboratively convened 72 community conversations and focus groups and four online surveys. In all, 1,697 residents were engaged.

Maternity Support Services Focus Groups: April 2018

From January to April 2018, 16 focus groups for new mothers, fathers and caregivers were held across King County in English, Burmese, Somali and Spanish. 128 parents and caregivers were interviewed about services they received during pregnancy and early parenthood and what types of services would have been the most helpful during that time.

Mental Illness and Drug Dependency (MIDD) 2 Service Improvement Plan: November 2016

Between September 2015 and February 2016, staff planning for the renewal of MIDD engaged over 1,000 residents through five regional community conversations and 14 focus groups involving specific communities, populations, or sub-regional areas, including individuals in the King County Jail. An electronic survey gathered 362 responses.

Best Starts for Kids (BSK) Implementation Plan: September 2016

Between July and December 2015, County staff and community partners convened six large community gatherings and multiple community conversations, including focus groups and interviews, engaging over 1,000 community residents.

At larger community gatherings, staff employed the Community Café model. Smaller gatherings used focus groups and interviews. Planning for BSK also integrated input provided by community members through the Youth Action Plan youth survey and Youth Action Plan focus groups. Follow up conversations were convened with community partners in April-May 2016.

In July-November 2017, BSK again gathered community members to gain perspectives on the results of the Best Starts for Kids Health Survey. From July through December 2017, BSK partnered with Open Doors for Multicultural Families and engaged community organizations, key stakeholders and community leaders across seven cultural and linguistic groups: American Indian/Alaska Native, Somali, African American, Chinese, Latinx, LGBTQ, and Vietnamese.

Equity and Social Justice Strategic Plan, 2016-2022: September 2016

Between July and September 2015, more than 600 county employees and 100 local organizations— including community organizations, education, philanthropy, labor, business and local governments—shared their insights and expertise on areas of progress, where persistent challenges exist, and potential solutions toward achieving equity.

King County Youth Action Plan: April 2015

The Youth Action Plan Task Force planned and executed a community and youth outreach strategy, holding five regional community conversations in October 2014 that included more than 225 attendees and conducted a survey from September 2014 to November 2014 of over 1,000 King County youth.

iii. Approach and Content for the Final Report

Staff will pursue multiple activities to incorporate customer perspectives in the final proviso response report. The themes from the documents listed in Table 1 as they relate to understanding residents' perspectives on the delivery of benefits and services will be included. DCHS and PHSKC will convene focus groups to identify challenges and barriers to receiving benefits and services and to solicit feedback on ways to address these challenges and barriers. The focus group feedback will be summarized and will include a list of participating organizations, gaps and barriers in delivering benefits; challenges in identifying, applying and receiving services; and ways to streamline the delivery of services. In addition, staff will conduct outreach to Boards and Commissions to obtain residents' perspectives on barriers and solutions for greater coordination of County services.

C. Assessing the Role of Information Technology in Improving Coordination of Benefits and Services

i. Progress to Date

Over the last several years, DCHS and PHSKC, along with KCIT have been working to advance the use of data and technology to improve the coordination of benefits and services for low-income residents. The primary focus of this collaboration is the King County DCHS-PHSKC Integrated Data Hub, which is deepening, extending, and enhancing technology resources and systems. The expectation among staff is that completed work, and work still underway, will be applied to the final report recommendations to improve integration of benefits and services to residents in poverty.

ii. Completed Tasks

Staff have completed an initial review of the following applicable technology resources and investments underway in King County:

- King County DCHS-PHSKC Integrated Data Hub:** (First stage of implementation in 2019)
The hub is a multi-year, multi-faceted effort that provides cross-sector data on clients accessing health and human services. The hub will expand the County's capacity to support evidence-based decision making and whole-person care coordination through information sharing. The hub will allow County staff and care providers the ability to view all services engaged by a single individual, which will provide better information for population level analysis and planning, as well as for individual care management. An area of focus in 2019 is development of an integrated data warehouse and client look-up tool for Medicaid claims, behavioral health services and Homeless Management Information System (HMIS) services. Data source priorities for the next phase are Health Care for the Homeless Network, Sobering Center and County Jail booking and re-entry planning information.
- Homeless Management Information System (HMIS):** King County assumed responsibility for HMIS from the City of Seattle in 2016. The King County HMIS is a shared database and software application that confidentially collects, uses and shares client-level information related to homelessness in King County. HMIS is designed to capture comprehensive and timely information about services supporting persons and families who are at risk of or

experiencing homelessness and to measure results and outcomes of those services. The goals of HMIS are to:

- Ensure accurate data about the nature of homeless services and clients in King County;
 - Ensure accurate data about the nature and extent of prevention services provided to households at risk of homelessness in King County;
 - Assist in facilitating a coordinated system of care for homeless and at-risk populations;
 - Collect data that fulfills federal, state and local requirements for homeless reporting; and
 - Provide client information capacity to facilitate potential collaborative information collection, and service development and provision initiatives.
- **Help Me Grow (HMG):** Community engagement and implementation planning began in 2017. HMG partners with WithinReach⁶ to connect families and caregivers who have children under age five to community-based programs and services, simplifying how families move among systems of care, and promoting healthy child development for all children and families. Building out as part of Best Starts for Kids, Help Me Grow is expected to be completed by 2021 and will ensure that families can access the support they need, when, how and where they need it.
 - **Access and Outreach Program:** Serving County residents through PHSKC since 1999, Access and Outreach staff facilitate low-income residents' cohesive access to multiple free/reduced-cost services, including ORCA LIFT, health insurance, health services, and food benefits.

iii. Approach and Content for the Final Report

The final report will assess the above information technology approaches to improving cross-department coordination of the most common benefits and services, and will use the assessment to inform report recommendations. The assessment will include evaluating the County's existing "customer/constituent" database and its capabilities; new and existing back-end technology, such as data warehousing with business intelligence capabilities; and new and existing front-end tools such as smart phone applications, web portals and a smart card. The final report will include an assessment of smart card programs such as the Clarity Card in Washoe County, Nevada. The final report will include recommendations based on the focus groups and other community engagement findings and the assessment of the role of technology to improve coordination of benefits and services to low-income residents. See draft final report outline in Appendix A.

4. Challenges to Produce the Final Report

The proviso describes an important body of work that creates the opportunity for DCHS and PHSKC to intentionally and collaboratively assess the level of coordination, based on customer perspectives, of the delivery of common benefits and services. At the same time, the proviso involves a complex and expansive set of topics that have generated a significant amount of work not originally included in department budgets or work plans. One way the departments are addressing this challenge is to leverage existing community engagement findings and share consultant and project management responsibilities.

⁶ "What We Do," WithinReach, accessed September 5, 2019, <https://withinreachwa.org/our-programs/>.

Another way the departments have addressed this challenge is to calibrate the approach to carry out an exhaustive, detailed assessment of benefits and services “provided by other non-county organizations partnering with the county.” The scope for this assessment would be too large when including large systems such as the health care system, social services and education systems in the county. To define a manageable scope for the analysis, the final report will focus on benefits or services that are “provided directly by the county” and those “funded by the county” because these are within the jurisdiction of the county.

In completing the final proviso report, the departments will continue to strike the balance of meeting the intent of the proviso requirements within available staff and resources.

5. Conclusion

This progress report summarizes DCHS and PHSKC’s approach to complete the final report on the coordination and delivery of services to King County residents in poverty, meeting the progress report requirement of the proviso.

Progress toward completing the final report includes:

- Defining key terms,
- Using the King County Determinants of Equity as a framework to identify common benefits and services delivered to low-income residents,
- Compiling and reviewing recent community engagement findings related to delivering common benefits and services,
- Planning focus groups and Board and Commission outreach to add more customer perspectives on challenges, gaps and solutions to improve coordination of services,
- Collecting descriptions of information technology integration projects that are designed to improve coordination of County benefits and services, and
- Identifying challenges and mitigation strategies to completing the final report.

The departments will complete the following activities to prepare the final report:

- Assess the coordination of the delivery of common benefits and services,
- Analyze recent community engagement findings,
- Convene focus groups and reach out to specific Boards and Commissions to augment customer perspectives,
- Assess information technology approaches to improving service coordination, including evaluating the customer database, and new and existing back-end and front-end technologies,
- Assess smart card programs, including the one in Reno, NV, and
- Draft recommendations based on focus groups, other customer perspectives and an assessment of the role of technology to improve the coordination of common benefits and services delivered to low-income residents.

With the results of these activities, the departments will have key information to use to develop recommendations to improve the coordination of benefits and services delivered to County residents. The focus group, Boards and Commissions, and community engagement findings will increase the departments’ knowledge of current gaps in coordination and the barriers faced by County residents when they seek services. The information technology assessment will add information about the capacities of new and existing technology tools to streamline access to

services. Together, these two perspectives will be used to highlight areas for improvement so that all King County residents can easily and promptly obtain the services for which they are eligible.

Appendix A

Outline of Final Report

It is anticipated that the final report will follow the outline shown below:

1. Executive Summary: Overview of key findings and recommendations
2. Background: King County's benefits and services to residents in poverty
3. Proviso Approach: How the work was accomplished
4. Assessment: Coordination of the delivery of the most common benefits and services
 - a. Definitions
 - b. List of most common benefits and services
 - c. Findings
5. Customer Perspectives: Community engagement, focus groups and advisory groups
 - a. Summary of customer perspectives collected since 2015
 - b. Summary of focus groups and survey feedback
 - c. Summary of Board and Commission feedback
 - d. Findings
6. Assessment: The role of technology in improving coordination
 - a. Background and history
 - b. Current information technology improvements underway
 - c. Findings
7. Recommendations Based on Customer Perspectives and Assessment of the Role of Technology
 - a. Criteria for recommendations
 - b. Assessment of customer perspectives
 - c. Assessment of role of technology
8. Summary of Findings and Recommendations
9. Conclusion
10. Appendices

Appendix B

Coordination of Benefits and Services Proviso Response Advisory Group

Josephine Wong, Deputy Director, King County Department of Community & Human Services

Ingrid Ulrey, Policy Director, Public Health – Seattle & King County

Kirsten Wymen, Policy Analyst, Public Health – Seattle & King County

Emmy McConnell, Executive Analyst, King County Office of Performance, Strategy, and Budget

Drew Pounds, Executive Analyst, King County Office of Performance Strategy, and Budget

Jodi Haavig, Consultant

Representatives from King County Customer Service, King County Information Technology, and King County Office of Equity and Social Justice are joining the collaboration.