



## SCA Public Issues Committee

### AGENDA

May 13, 2015 – 7:00 PM

Renton City Hall

1. **Welcome and Roll Call** – Mayor Bernie Talmas, Woodinville, Chair 2 minutes
2. **Public Comment** – Mayor Bernie Talmas, Woodinville, Chair 10 minutes
3. [Approval of minutes – April 8, 2015 meeting](#) 2 minutes  
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4. **Chair’s Report** – Mayor Bernie Talmas, Woodinville, Chair 5 minutes
5. **Executive Director’s Report** – Deanna Dawson, SCA Executive Director 10 minutes
6. [Committee to End Homelessness – Draft Strategic Plan 2015-2018](#) 30 minutes  
POTENTIAL FUTURE ACTION ITEM  
Page 30  
Ellie Wilson-Jones, Policy Analyst  
(10 minute update, 20 minute discussion)
7. [Best Starts for Kids Levy](#) 20 minutes  
DISCUSSION ITEM  
Page 70  
Deanna Dawson, Executive Director  
(5 minute overview, 15 minute discussion)
8. [Service Guidelines Task Force](#) 15 minutes  
DISCUSSION ITEM  
Page 128  
Katie Kuciemba, Senior Policy Analyst  
(5 minute update, 10 minute discussion)
9. [2015 Legislative Session Update](#) 15 minutes  
DISCUSSION ITEM  
Page 131  
Katie Kuciemba, Senior Policy Analyst  
(5 minute update, 10 minute discussion)

**10. Future Levies and Ballot Measures in King County**

DISCUSSION ITEM

5 minutes

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Deanna Dawson, SCA Executive Director  
(2 minute update, 3 minute discussion)

**11. SCA Issues for 2015**

DISCUSSION ITEM

5 minutes

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Deanna Dawson, SCA Executive Director  
(2 minute update, 3 minute discussion)

**12. Informational Items**

- a. Mental Illness and Drug Dependency (MIDD) Oversight Committee Update

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**13. Upcoming Events**

- a. Pre-PIC Workshop: LEAD – Wednesday, June 10, 2015 – 6:00 PM – Renton City Hall  
b. SCA Public Issues Committee Meeting – Wednesday, June 10, 2015 – 7:00 PM – Renton City Hall

**14. For the Good of the Order**

**15. Adjourn**

**Did You Know?**

SCA is growing! We have expanded our staff from four to five, including three policy analysts. Our most recent hire, Katie Kuciemba, joined SCA as a Senior Policy Analyst on May 4, 2015. We are excited to have Katie join our team which includes policy analysts Doreen Booth and Ellie Wilson-Jones, Administrative Services Manager Kristy Cole-Burwell, and Executive Director Deanna Dawson.

You can learn more about SCA's staff at <http://soundcities.org/staff/>.

# Sound Cities Association

## **Mission**

To provide leadership through advocacy, education, mutual support and networking to cities in King County as they act locally and partner regionally to create livable vital communities.

## **Vision**

To be the most influential advocate for cities, effectively collaborating to create regional solutions.

## **Values**

SCA aspires to create an environment that fosters mutual support, respect, trust, fairness and integrity for the greater good of the association and its membership.

SCA operates in a consistent, inclusive, and transparent manner that respects the diversity of our members and encourages open discussion and risk-taking.



## SCA Public Issues Committee

### DRAFT MINUTES

April 8, 2015 – 7:00 PM

Renton City Hall

1055 S Grady Way, Renton WA 98057

#### 1. Welcome and Roll Call

PIC Chair Mayor Bernie Talmas, Woodinville, called the meeting to order at 7:03 PM. 23 cities had representation ([Attachment A](#)). Guests present included: Benson Wong, Mercer Island Council; Leslie Miller, City of Kirkland; Rachel Bianchi, City of Tukwila; Michael Hursh, City of Auburn; Kamuron Gurol, City of Burien; Diane Carlson, King County Executive's Office; Diane Yates, King County Solid Waste Division; Edie Gilliss, City of Seattle.

#### 2. Public Comment

Chair Talmas asked if any member of the public had any public comment. Seeing none, Chair Talmas closed the public comment portion of the meeting.

#### 3. Approval of the March 11, 2015 Minutes

Council President Hank Margeson, Redmond moved, seconded by Councilmember Chris Roberts, Shoreline, to approve the March 11, 2015 meeting minutes with a correction.

Margeson noted that there was a typo on the title for item 10; it should read SCA Issues for 2015.

There was no discussion. The motion passed unanimously.

#### 4. Chair's Report

Chair Talmas reported that the SCA leadership met with King County Executive Constantine and discussed issues including: state transportation bill; protection of flood control district levies; funding for psychiatric housing; public works trust fund; Committee to End Homelessness report; and the Best Starts for Kids Levy.

Chair Talmas noted that the Regional Policy Committee (RPC) received a briefing on the Solid Waste Transfer Station plan, which will be reported on later in the PIC meeting.

#### 5. Executive Director's Report

Deanna Dawson, SCA Executive Director, noted that earlier in the evening there was a pre-PIC workshop on the [Youth Action Plan](#), and the [Best Starts for Kids Levy](#) from Adrienne Quinn, Director, King County Department of Community and Human Services (DCHS) and Patty Hayes, Interim Director, Public Health - Seattle & King County. The presentations are included as [Attachment B](#) and [Attachment C](#) to these minutes.

The May 13, 2015 pre-PIC workshop will be on the Solid Waste Division Comprehensive Plan. The June 10, 2015 pre-PIC workshop will feature King County Prosecutor Dan Satterberg talking about the Law Enforcement Assisted Diversion (LEAD) plan. An article on the efforts of the LEAD program can be found [here](#).

Dawson reported at the last SCA Events Committee meeting, it was noted that pre-PIC workshops were designed for all SCA members, but are generally only attended by PIC members. Events Committee members asked for PIC members to spread the word about these workshops. The Events Committee also decided on the date of the next SCA Networking Dinner, which will be on July 1, 2015. We are inviting legislators to give a recap of the legislative session. The dinner will be held in Snoqualmie. The last SCA Networking Dinner featured Maud Daudon of the Seattle Metropolitan Chamber of Commerce. SCA is excited about our new partnership with the Chamber. Several of our members will be joining the Chamber on their Intercity Study Mission to Chicago in June 2015.

On other economic development news, SCA had been planning a public sector economic development summit with the County for May. But due to the fact that the County's economic development advisor recently left his position, that event will be scheduled for a later date. In the meantime, SCA and the County are partnering on an event on April 20, 2015. Alan Berube, one of the authors of "Confronting Suburban Poverty in America" will be in town and doing an event with us from 12:00 PM-1:00 PM.

Dawson gave an update on activities of the SCA Board. In March the Board met in and toured Kent. In April, the Board will meet in and tour Sammamish. In addition, Board leadership met with Executive Constantine in Snoqualmie on April 1.

Dawson gave an update on SCA staffing. She introduced new policy analyst Ellie Wilson-Jones. She let members know that Senior Policy Analyst Lyset Cadena would be leaving SCA to join the staff at the City of Seattle. SCA will be joined in May by a new Senior Policy Analyst, Katie Kuciemba, currently of Sound Transit. Dawson complimented Cadena on her work, and the PIC wished her well in her new position.

## **6. EMAC Appointment**

Redmond Council President Hank Margeson, PIC Nominating Committee Chair, reported that the PIC Nominating Committee met to review nominees and make a recommendation to fill the vacant alternate seat on the Emergency Management Advisory Committee (EMAC). Chair Margeson continued that an appointee is retiring and therefore has stepped down from the committee.

Council President Hank Margeson, Redmond, moved, seconded by Council President Ed Prince, Renton, to appoint Councilmember Tola Marts, Issaquah, to an alternate position on the Emergency Management Advisory Committee.

There was no discussion. The motion passed unanimously.

## 7. Committee to End Homelessness – Draft Strategic Plan 2015-2018

Deanna Dawson, SCA Executive Director, reported on the current status and timeline for adoption of the Committee to End Homelessness (CEH) strategic plan.

Dawson reminded SCA members that the PIC had voted last month to ask the CEH to continue working on the plan rather than moving toward adoption in April. As discussed by the PIC last month, the earlier version of the plan lacked detail on cost of the strategies, sources of funding, and lead partners responsible for implementation of the strategies. Additionally, cities had raised concerns about certain aspects of the plan, including but not limited to language relating to “criminalization” of homelessness, which mischaracterized the efforts of cities.

SCA staff have been meeting with SCA’s representatives on the CEH Governing Board (Doreen Marchione and Lydia Assefa-Dawson) and the IAC (Michael Hursh of Auburn, Jennifer Henning of Renton, and Colleen Kelly of Redmond) as well as other SCA member city staff to coordinate feedback. The CEH held a planning meeting on March 16, 2015, which was well attended by SCA members. A new draft of the plan was released on that date, and that version of the plan is included in the PIC packet. A new draft will be released on April 15, 2015. In the meantime, SCA staff are working with cities to provide feedback and potential language revisions. The timeline going forward is as follows:

- **April 15:** Third Draft of Strategic Plan Released (incorporating feedback from SCA cities and March 16 CEH strategic planning meeting)
  - **Interim steps for reviewing April 15 draft:**
    - **April 22:** Deadline to provide edits/comments to SCA staff (Ellie)
    - **April 22-29:** SCA staff combine comments/edits and solicit further feedback from Governing Board and IAC members and other city staff and elected officials from SCA cities
    - **April 29:** SCA staff provide combined edits/comments to CEH staff
- **April 15-May 13:** Presenters from CEH, IAC, and SCA will be available to cities to present revised plan (contact Ellie if you are interested)
- **April 22, 8:30-10:00 a.m., SCA Offices:** Meeting with CEH Director Mark Putnam
- **May 1:** Comments officially due to CEH staff
- **May 8:** Fourth Draft of Strategic Plan Released (incorporating feedback received by May 1)
- **May 13:** SCA Public Issues Committee will have a first opportunity to weigh in on the revised plan
- **June 10:** SCA Public Issues Committee reviews and considers a recommendation on the plan
- **June 17:** SCA Board of Directors acts on the PIC recommendation.
- **June 30:** CEH Governing Board meets to adopt Strategic Plan/New Charter
- **June 30:** Continuum of Care (CoC) Annual Conference / meets to adopt New Charter

Dawson noted that CEH staff had also indicated that a new governance structure for the CEH would be incorporated to the draft to be released on April 15, 2015. SCA staff had raised concerns about a new structure being proposed at this date without opportunity for review. Adrienne Quinn had indicated prior to the meeting that a new governance structure may not be released with the April 15 draft. SCA staff will monitor and provide updates as they become available.

Councilmember Dini Duclos, Federal Way, reported on a presentation from CEH staff at the Federal Way City Council. She noted that she had been involved in the early stages of the Ten Year Plan to End Homelessness, and that there were challenges with the governance structure. She also noted that South County had challenges with homelessness that needed to be better addressed in the plan.

Deputy Mayor Nancy Tosta, Burien, asked a question about the contentious “criminalization” section of the plan. She asked if new language would be included in the April 15 draft. Dawson responded that SCA policy analyst Ellie Wilson-Jones was working with city staff to draft revised language, which they hope will be included in the April 15 draft of the plan.

Chair Talmas asked how the issue of funding was going to be addressed. Dawson responded that the latest version of the plan that staff had seen did not add detail regarding issues of funding. It does not appear that the issue of how much the strategies will cost, or the source of funding, will be resolved within the timeline that the CEH has set for adopting the plan. SCA has encouraged CEH staff to include an implementation plan within the plan, to lay out a path for resolving this and other unresolved issues. The proposal to change the governance structure takes on added importance, given that so many details have yet to be determined. It is important that cities continue to have a seat at the table in any new governance structure.

Dawson concluded by thanking cities and their staff for all their hard work on providing feedback and suggestions for improvement on the plan.

## **8. Service Guidelines Task Force**

Lyset Cadena, SCA Senior Policy Analyst, gave an update on the work of the Service Guidelines Task Force.

By way of background, she reminded members that last year when the King County Executive transmitted a proposed ordinance to reduce Metro transit service by 550,000 annual hours, SCA member cities questioned the service reductions and how the Service Guidelines were being applied to determine a route’s ranking for reduction. The King County Council included a budget proviso in the 2015-2016 biennial budget establishing a regional stakeholder transit task force. The task force has been tasked with reviewing and considering transit service types and making recommendations on potential additional types of service; reviewing geographic value and social equity; reviewing financial policies for purchase of additional services; and alternative transit service implementation. The task force has met twice and will meet four more times.

Cadena noted that the first meeting of the task force Metro provided an overview of the recommendations from the Regional Transit Task Force (RTTF) and the service guidelines. The second meeting focused on the performance measures used by Metro to determine a route's productivity, how geographic value is incorporated into Metro's planning process, and the role of park and rides.

Mayor Matt Larson, Snoqualmie, noted that it has been helpful to review examples of how the metrics are applied and asked PIC members to submit questions to him or other members of the service guidelines task force. Mayor Larson noted that Mayor Suzette Cooke, Kent; Mayor Fred Butler, Issaquah; and Deputy Mayor Chris Eggen, Shoreline, served on the Regional Transit Task Force (RTTF) and are serving on the current transit task force.

Mayor Larson reviewed the list of question he has asked of Metro on behalf of SCA members:

1. What was the rationale behind the new 50/25/25 formula for the productivity/social equity/geographic value service guidelines? How did you arrive at this particular ratio?
2. The current productivity guidelines are biased against suburban and rural cities. Rides per platform hour are defined as: "Total ridership divided by the total hours from the time the bus leaves its base until it returns". This standard benefits communities located closest to the base. It should be from the time the bus begins and ends its designated route. The cost of productivity (or lack thereof) of travel times from the base and to and from each route should be borne equally by all.
3. A similar concern has been raised about measuring the productivity of Express vs. Standard routes. Express routes, by definition, are highly productive in only one direction. Measures should be developed to recognize that the productivity of express and standard routes cannot be determined using the same standard/criteria.
4. In 2010, the RTTF identified two bus service types: 1. Serving Seattle and 2. Not serving Seattle. Peer agencies were shown to have three types: Urban, suburban and rural.
5. In 2010, Metro identified 64 Transit Activity Centers and 17 regional growth centers. Did every city in King County have at least one Activity, or Regional growth center? Is there a minimum level of service identified for cities?
6. How are Park and Rides factored into the service metrics?
7. The current Social Equity guideline focuses on point of boarding. In order to be truly equitable, should this not also focus on job destinations? There are many low wage job centers throughout King County. It is equally important that low-income riders get to their destination and not just to a bus in their neighborhood. Metro should focus on ROUTES (origin plus destination) where low-income riders are concentrated, not ORIGIN/Boarding location only.

Deanna Dawson, SCA Executive Director, noted that other members of the service guidelines task force have reached out to talk about and understand the needs of SCA member cities. Dawson is encouraged that Mayor Larson was selected to serve on the task force and members should reach out to him with questions or comments.

Mayor Larson noted that the last RTC meeting in March was very encouraging since it was an informal discussion hosted by Metro. The workshop allowed members to have a great

discussion with Metro, Seattle Councilmembers, and King County councilmembers on the concerns of SCA cities in regards to access to transit.

Chair Talmas thanked Dawson on meeting with the organizations that are reaching out.

Councilmember Dan Grausz asked how the recommendations from the service guidelines would come back to PIC. Dawson answered that this item will be a recurring item on the PIC agenda for the next two months. Depending on the work of the task force and the timing, the PIC may elect to adopt a position, or to simply give feedback to members of the task force. Diane Carlson, King County Executive staff, noted that members would be able to provide feedback between the fifth and sixth meetings of the task force. Dawson noted that members will also have an opportunity to provide feedback when the King County Council reviews the recommendations, and Cadena noted that feedback can also be provided when the Regional Transit Committee (RTC) takes up the issue. Chair Talmas reminded members to submit any feedback to Dawson.

## **9. Solid Waste Transfer Plan Review – Part 2**

Deanna Dawson, SCA Executive Director, walked members through a presentation ([Attachment D](#)) that was given earlier in the day to the Regional Policy Committee (RPC) regarding the Solid Waste Transfer Plan report, which was released late last week.

As noted in the presentation slides, “No Northeast Transfer Station Is Needed At This Time, Viable Alternatives Are Available.” Solid Waste Division (SWD) staff has noted that there are “multiple options for managing the forecasted growth in transactional demand in the County’s northeast service area without building a new transfer station” through “combinations of policy decisions, capital investments, and operational changes.”

Dawson noted two other items of note from the new report. First, the report contains a reference to the possibility of Bellevue and the Point communities signing on to the extended Interlocal Agreement (ILA). Bellevue has apparently sent a letter to the County indicating a possible interest in staying in the system beyond the expiration of their current ILA. Council President Hank Margeson, Redmond, noted that other cities have not seen the letter. It is unclear whether this was driven by staff, or elected officials. Members asked whether the Point communities would necessarily follow Bellevue’s lead. Councilmember Barre Seibert, Clyde Hill, noted that these communities contract with Bellevue on a number of services, and it would likely make sense for them to stay in the system if Bellevue did, just as it had made sense for them to decline to sign the ILA when Bellevue did.

Dawson also noted that the report made reference to the 70% recycling targets, and noted that if these targets were not met, tonnage could increase substantially. Nonetheless, the report noted that the increased tonnage would not require building a new NE transfer station. Dawson noted that the PIC would have a workshop in May regarding the Solid Waste Comprehensive Plan. This would include discussion around the 70% recycling target. Dawson also noted that according to the report, the Renton, South County, and Bow Lake stations would not be impacted by not building a Northeast station. Factoria and Shoreline may see impacts, which is where the mitigation strategies come into play.

Councilmember Allan Van Ness, Kenmore, asked whether the report indicated that the Houghton station would be closed. Dawson responded that it did.

Councilmember Toby Nixon, Kirkland, raised Kirkland concerns including shift of Houghton transfer station closing date from 2021 to 2023 and delay of 70% recycling goal to 2030 from 2020. He noted the need to spread capital cost of new facility over its lifetime (40+ years) and scale projected operating costs for inflation over the same time frame for a fair comparison. He also noted a need for a table to show projected monthly cost per average rate payer for each concept. Kirkland wanted to know whether there had been any survey of potential sites for a Northeast transfer station that would meet county standards. Kirkland continues to want to consider a Northeast transfer station not in a residential area and would be willing to host it to reduce transport cost and environmental impacts of garbage trucks driving long distances, with appropriate mitigations for local impacts.

Councilmember Chris Roberts, Shoreline, asked about a proposal to require mandatory collection. Dawson noted that the County could not mandate cities to require mandatory collection, although this was a strategy that cities could pursue. This will be discussed at the workshop in May. This is one of the strategies being discussed by the "Road to 70%" working group. Dawson noted that SCA staff have also been seeking feedback on strategies from haulers on what they think would work to raise recycling rates, and strategies that are working in cities.

Chair Talmas noted that at the RPC meeting earlier, SWD staff had noted that they wanted to see a uniform policy from all cities.

Council President Hank Margeson, Redmond, noted that the report before the PIC for discussion tonight addresses mitigation strategies to address the impact of not building a Northeast Transfer Station. These strategies are just a part of the larger picture. He noted that there is a difference between looking at the capacity of the landfill, versus the ability of transfer stations to handle additional volume. Margeson also noted that in the earlier discussion at RPC, SWD staff had talked about a strategy of "peak pricing." He suggested that instead, the SWD look at giving self-haulers an "off peak discount" for using the transfer station at less busy times.

Councilmember Marlla Mhoon, Covington, noted the fact that Styrofoam cannot be recycled through haulers, but rather must be taken by residents to locations like Ikea. Councilmember Bill Pelozza, Auburn, agreed noting that there are three large commodities that couldn't be recycled currently, and were instead going into the landfill: Styrofoam, tires, and box springs/mattresses.

## **10. 2015 Legislative Session Update**

Lysset Cadena, SCA Senior Policy Analyst, reported that April 8, 2015 was the 87<sup>th</sup> day of the 105 days session. She noted that the Senate transportation package is still in the House and on March 26, 2015 the House Transportation committee held a public hearing on the transportation package. Mayor Larson, Mayor Backus, and Mayor Baker attended the public hearing and addressed the need and importance of a comprehensive statewide transportation package. The reforms bills ([SB 5995](#), [SB 5992](#), [SB 5996](#), [SB 5994](#), [SB 5997](#), [SB 5993](#)) that are

linked to the transportation package have been moved by the House Transportation committee except for [SB 5990](#) and [SB 5991](#).

Cadena noted that the House and Senate have released their operating budgets. The House operating budget proposes new revenue while the Senate operating budget reduces programs to balance the budget. The Senate operating budget proposal also transfers \$200 million from the Public Works Assistance Account while the House Capital budget provides \$69.7 million for the public works assistance account.

Cadena gave an update on bills including:

- [SB 5052](#) would align medical and recreational marijuana.
- [SB 5057](#) and [HB 1449](#) are two competing bills on the transportation of oil via rail and water.
- [SB 5799](#) would protect the King County Flood Control District's levy from suppression. This bill seems likely to be adopted this year.
- [HB 1223](#) would allow King County to bond against future King County lodging tax revenues to acquire land and build workforce housing. This bill is in flux at this time.
- [HB 1571](#) would create a paint recycling program under the Department of Ecology. The bill would unfortunately not be moving forward in 2015.

Chair Talmas asked whether there had been resolution to the issue of whether marijuana proceeds would go to all cities, or only those that allowed marijuana sales within their jurisdictions. Cadena answered that she would look into the issue and get back to PIC members.

Councilmember Bill Peloza, Auburn, noted that U.S. Senator Maria Cantwell held a press conference on April 7, 2015 to announce proposed legislation to limit volatile oil shipments. He also stated that the Mayor of Washougal will be monitoring the flow of rail traffic in his community by counting the number of trains as well as noting the amount of time it takes trains to clear intersections.

Council President Kate Kruller, Tukwila, asked whether the 1,000 foot buffer zone in [SB 5417](#) could be modified to be smaller and whether SCA is working with the Legislature on dealing with grow houses/collective gardens. She noted that the City of Tukwila has many problems with residences having grow operations and health hazards, including toxic mold. Cadena answered that she did not know and would get back to members. Deanna Dawson, SCA Executive Director, noted that this was an issue that Mayor Haggerton of Tukwila had also raised. SCA has not adopted a position on marijuana legislation. She suggested that Tukwila may wish to bring their stories about dealing with the impacts on marijuana collective gardens and grow operations to the attention of AWC.

Kruller also asked if SCA had taken a position on [SB 5363](#). [SB 5363](#) would have eliminated the ability of cities to condemn property in blighted areas for economic development. Cadena indicated that this bill was not moving forward in this session. Kruller noted that this would be an issue in future years as well. Dawson recommended working with AWC on this issue.

Councilmember Marlla Mhoon, Covington, asked for clarification on whether [SB 5208](#) and [HB 1223](#) are the same bills. Cadena answered that the two bills are companion bills and the same.

Dawson noted that the King County Area Agency on Aging (AAA) funding request of \$28 million was not fully funded, but \$10 million has been allocated to the agency. The City of Seattle has analyzed the issue, and determined that while the increased funding was less than sought and not sufficient to be sustainable in the long run, it would solve the funding crisis for the short term. Edie Gillis, Seattle staff, concurred.

### **11. Future Levies and Ballot Measures in King County**

Lyset Cadena, SCA Senior Policy Analyst, reported that at the March 11, 2015 PIC meeting, members provided updates to this item, and those updates are now included. Cadena noted that this will be a recurring item on the PIC agenda. She asked members to contact SCA staff if there is feedback or additions to the list.

Council President Hank Margeson, Redmond, reported that the Redmond Council voted at its last meeting to include a parks and public safety levy on the August ballot.

### **12. SCA Issues for 2015**

Deanna Dawson, SCA Executive Director, stated that at the January 14, 2015 PIC meeting, members were asked to provide issues the PIC should consider this year. She invited members to provide feedback on whether other items should be added to the list. This will be a recurring item on the PIC agenda. Members can also bring items directly to SCA staff.

Councilmember Chris Roberts, Shoreline, asked whether ST3 and their full funding proposal was a potential item to add to the list. He also asked whether SCA should be urging the legislature to fully fund the ST3 funding request instead of the funding allocated in the Senate transportation package. Dawson noted that ST3 has not been brought forth for potential consideration. There has been discussion about whether some of the south end cities were supportive. She asked members for feedback on whether this item should be brought to PIC for action.

Chair Talmas noted that the Woodinville council would not be able to support ST3 without more information. Deputy Mayor Catherine Stanford, Lake Forest Park, agreed with Chair Talmas and noted that the City of Lake Forest Park wants better transit service along the SR 522 corridor with connection to the new light rail station on 145<sup>th</sup> Ave. She recommended that SCA develop guiding principles and/or policies as Sound Transit develops a new Sound Transit plan.

Council President Kate Kruller, Tukwila, mentioned a letter from WASHPIRG opposing the transportation package for including funding for highway expansion projects. She noted that she would like support from SCA and the King County Council on responding to comments from WASHPIRG. Dawson stated she and other SCA members received the letter. She reached out to the SR 509/SR 167 coalition and asked whether members should proceed with a response; the coalition stated that no response was needed.

Dawson asked members for their feedback on ST3. Councilmember Dini Duclos, Federal Way, shared concerns that stem from a tour given by Sound Transit of two possible routes that would be built in Federal Way. The second potential route would displace residents of the Balmour mobile home park, who are senior citizens, and own their housing. Duclos is hopeful that the first potential route would be accepted. Councilmember Toby Nixon, Kirkland, noted that the City of Kirkland legislative agenda includes a general position on supporting ST3 legislation. He suggested not too debate the various funding amounts being considered by the legislature. He also suggested that it was too late for SCA to weigh in at this time on the amount of funding authority. Council President Ed Prince, Renton, noted that Sound Transit is a complicated issue for the City of Renton especially with the lack of representation from a South King County representative on the Sound Transit board. Mayor Matt Larson, Snoqualmie, noted that in visiting member cities, many had noted that a South King County city representative is very important for south King County cities. Given the feedback, Dawson suggested that staff would bring back information at a future PIC on ST3, but that SCA would not take up a position on the amount of funding authority as a position item. Members concurred.

Deputy Mayor Nancy Tosta, Burien, mentioned that King County released the Local Food Initiative that was produced by the King County Kitchen cabinet and it is advocating for new farm land and farmers. Dawson noted that this item would be added to the list, and brought back as an item on a future PIC agenda.

Councilmember Marlla Mhoon, Covington, noted the efforts from the King County Prosecuting Attorney's Office on pre-charging drug diversion program called LEAD (Law Enforcement Assisted Diversion). Dawson mentioned that a Pre-PIC on this issue will be held in June and will be added to the list of issues SCA will monitor.

Mayor Larson noted the issue of funding for rural roads. He referred to a piece of draft legislation drafted by King County Councilmember Kathy Lambert. Dawson indicated this would be added to the list, and asked Cadena to get more information on the proposed legislation from Councilmember Lambert. Chair Talmas noted this was also an issue for the County budget, and suggested SCA could advocate for this in the next budget cycle.

Councilmember Dan Grausz, Mercer Island, reported on a meeting of the Puget Sound Clean Air Agency (PSCAA) Advisory Committee, held earlier in the day. He noted that the PSCAA was moving forward with increasing dues in 2016. He stated that the agency seemed likely to not raise dues in 2017, but would seek another increase in 2018. He gave members background on the stated need in the agency for increasing dues to pay for new IT systems. He questioned the costs and the rationale presented by staff. He suggested that SCA should give feedback to the PSCAA, and ask for more detail on how the dues increase would be spent. Dawson concurred and noted that this item would be added to the list of items. Grausz noted challenges in raising these concerns at the Advisory Committee level. It was noted that this also highlighted the need for SCA cities to be represented on the Board of the PSCAA, not just the Advisory Committee. Councilmember Van Ness, Kenmore, raised concerns from the City of Kenmore about odors in his community from an asphalt plant, and the PSCAA's refusal to address the issue, instead requiring city staff to do the work. He questioned the agency raising rates, and not providing adequate service.

Kruller brought up the Regional Law Safety and Justice (RLSJ) Committee. She noted that while this was not a decision-making body, it was a good forum to raise issues. Dawson noted that SCA's new policy analyst, Ellie Wilson-Jones, had background in the areas of law and justice, and would be a good resource to the committee. She suggested that Kruller and Wilson-Jones could coordinate to bring RLSJ items back to PIC. This will be added to the ongoing list.

### **13. Informational Items**

Chair Talmas reported that there are two informational items in the packet. The first item is on Alternative Transit Service. The second informational item is on the Military Centers, which was addressed by the Puget Sound Regional Council (PSRC) Executive Board.

### **14. Upcoming Events**

The next Pre-PIC Workshop will be held on Wednesday, May 13, 2015, at 6:00 PM at Renton City Hall. The topic will be the Comprehensive Solid Waste Management Plan.

The next Public Issues Committee Meeting will be held on Wednesday, May 13, 2015, at 7:00 PM at Renton City Hall.

The next SCA Networking Dinner will be held on Wednesday, July 1, 2015, at 5:30 PM at the TPC at Snoqualmie Ridge.

### **15. For the Good of the Order**

Chair Talmas and members thanked Lyset Cadena for her service to SCA as its Senior Policy Analyst.

Deputy Mayor Allan Van Ness, Kenmore, announced that Representative Jessyn Farrell and Congresswoman Suzan DelBene will be attending the April 10, 2015 Eastside Transportation Partnership meeting.

### **16. Adjourn**

The meeting was adjourned at 8:33 PM.

## 2015 Roll Call – Public Issues Committee Meeting April 8, 2015

City	Representative	Alternate
Algona	Dave Hill	Dawn Dofelmire
<b>Auburn</b>	Nancy Backus	Bill Pelosa
<b>Beaux Arts</b>	Tom Stowe	Richard Leider
<b>Black Diamond</b>	Janie Edelman	Tamie Deady
<b>Bothell</b>	Tris Samberg	Andy Rheume
<b>Burien</b>	Nancy Tosta	Stephen Armstrong
<b>Carnation</b>	Jim Berger	Kim Lisk
<b>Clyde Hill</b>	Barre Seibert	George Martin
<b>Covington</b>	Marlla Mhoon	Margaret Harto/Jeff Wagner
Des Moines	Melissa Musser	Jeanette Burrage
<b>Duvall</b>	Amy Ockerlander	Will Ibershof
Enumclaw	Mike Sando	Liz Reynolds
<b>Federal Way</b>	Dini Duclos	Jeanne Burbidge
Hunts Point	Joseph Sabey	
Issaquah	Tola Marts	Eileen Barber
<b>Kenmore</b>	David Baker	Allan Van Ness
Kent	Bill Boyce	Dennis Higgins
<b>Kirkland</b>	Toby Nixon	Shelley Kloba
<b>Lake Forest Park</b>	Catherine Stanford	Tom French
Maple Valley	Erin Weaver	Layne Barnes
Medina	Michael Luis	
<b>Mercer Island</b>	Dan Grausz	Benson Wong
Milton	Debra Perry	
<b>Newcastle</b>	Lisa Jensen	Carol Simpson
Normandy Park	Shawn McEvoy	Doug Osterman
North Bend	Ross Loudenback	Ken Hearing
Pacific	Leanne Guier	Vic Kave
<b>Redmond</b>	Hank Margeson	John Stilin
<b>Renton</b>	Ed Prince	Armondo Pavone
<b>Sammamish</b>	Bob Keller	Don Gerend
SeaTac	Barry Ladenburg	Mia Gregerson
<b>Shoreline</b>	Chris Roberts	Chris Eggen
<b>Skykomish</b>	Henry Sladek	
<b>Snoqualmie</b>	Kingston Wall	Matt Larson
<b>Tukwila</b>	Kate Kruller	Verna Seal
<b>Woodinville</b>	Bernie Talmas	Susan Boundy-Sanders
SCA Deanna Dawson Lyset Cadena Ellie Wilson-Jones Kristy Burwell		

Voting members are highlighted in gray. Cities represented are **bolded**.



King County

# King County Youth Action Plan

Developed for The Children, Youth, and Families of King County  
The King County Council and King County Executive by  
**The King County Youth Action Plan Task Force**



King County

## Ordinance 17738

- ▶ Passed unanimously by Council
- ▶ Called for development of a Youth Action Plan (YAP) to:
  - Set the County's priorities for serving its young people, from infants through young adults
  - Guide and inform the County's annual investment in programs and services for its young people
- ▶ YAP to be developed by a Task Force of experts with a broad range of views, experiences, backgrounds, and representing the County's racial, ethnic, and geographic diversity.



## Where are we currently

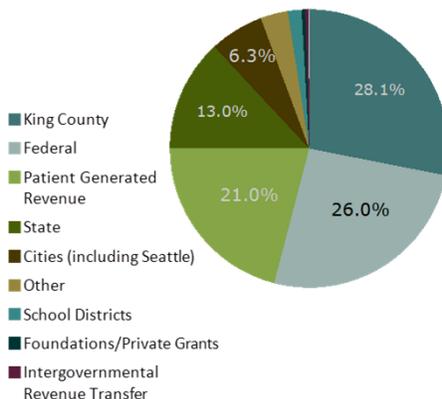
FY13:

Total estimated funding for children and youth flowing through King County was \$162 million

\$45.5 million or 28 percent of the total estimated funding was King County specific funding

80% of King County specific funding focused on health and safety.

73% of County GF allocated to support criminal justice activities with about 4% supporting health and Human services



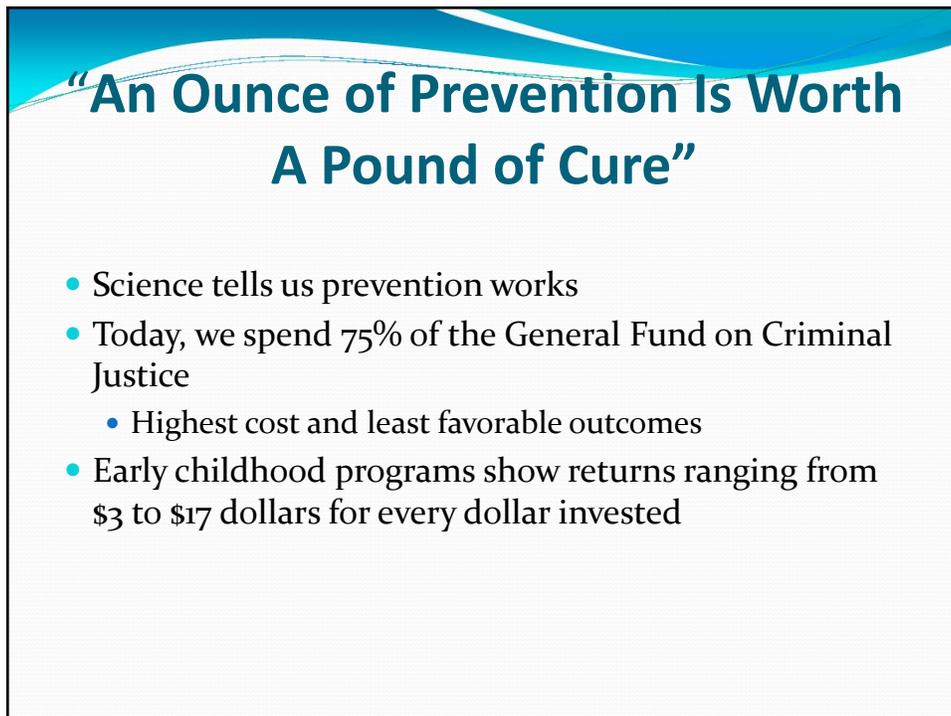
## Where we have yet to go

**YAP Vision:** King County is a place where everyone has equitable opportunities to progress through childhood safe and healthy, building academic and life skills to be thriving members of their community.

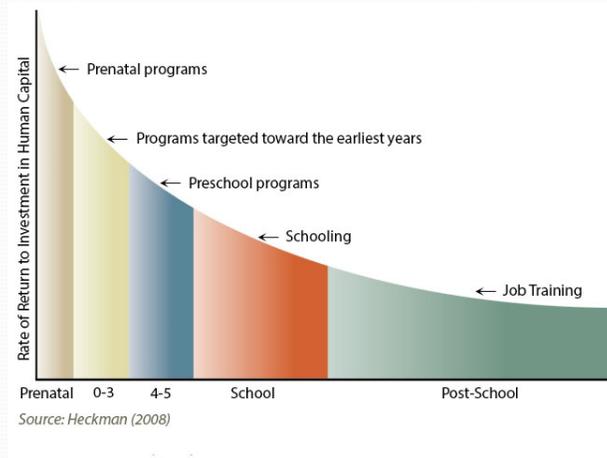
- ❖ King County has much to be proud of with strong programs, broad coalitions, and innovative partnerships.
- ❖ Indicators show, however, that not every child is faring well in King County.
- ❖ YAP identified root causes, barriers, and solutions. YAP also identified outcomes the County should strive for in its work internally and externally.

## YAP Recommendations

1. Equity and Social Justice
2. Strengthen and Stabilize Families and Children, Youth and Young Adults
3. Stop the School to Prison Pipeline
4. Bust Silos/We're Better Together
5. Get Smart About Data
6. Invest Early, Invest Often and Invest in Outcomes
7. Accountability
8. Youth Bill of Rights
9. Evaluation and Reporting/Process and Implementation



## The Earlier the Investment, the Greater the Return



## Prevent Crises Before They Begin

- Start early and invest heavily before age 5
- Then make strategic investments at the critical points in a young person's development
- Invest at the community level to address disparities in health and well-being

## What is Best Starts for Kids?

- 6-year countywide levy
- Outcomes-based investment in kids, families and communities
  - Healthy babies
  - Children are healthy and safe with emotional and life skills to succeed as adults
  - Communities are safe, welcoming, and healthy

## Investment Strategies: Before Age 5

<p style="text-align: center;"><u>Strategies</u></p> <ul style="list-style-type: none"><li>• Supporting parents and caregivers<ul style="list-style-type: none"><li>• Maternity Support Services, WIC, and family planning</li><li>• Home visiting for new moms and babies (for example, Nurse Family Partnership)</li></ul></li><li>• Training for childcare providers</li><li>• Screening youth for early onset of mental illness</li><li>• Early identification and intervention for kids experiencing trauma</li></ul>		<p style="text-align: center;"><u>Outcomes</u></p> <ul style="list-style-type: none"><li>• <b>Stabilize public health centers</b></li><li>• Reduce low birth weight</li><li>• Reduce unintentional pregnancies</li><li>• Reduce suspensions &amp; expulsions from child care, etc.</li></ul>
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## Investment Strategies: School Age

Strategies

- Screening, early intervention and treatment for mental, behavioral and substance abuse
- Improving school nutrition and physical activity environments
- Helping to provide a successful transition to adulthood
- Expanding School Based Health Centers

Outcomes

- Reduce psychiatric hospitalizations
- Reduce youth at an unhealthy weight
- Reduce use of alcohol or drugs
- Reduce chance of entering justice system



## Investment Strategies: Community

Strategies

- Homeless prevention
- Communities of Opportunity

*Examples:*

- *Improve participation in physical activities*
- *Increase access to healthy and affordable food*
- *Creating safe places to live*

Outcomes

- Reduce family & youth homelessness
- Address inequities based on place
- Improve quality of life index in communities



## How do cities fit in?

- Provide feedback on the proposed strategies
  - *Best Starts is targeted to youth and families countywide*
- Identify programs in cities and school districts that contribute to achieving the outcomes
- Help get information about the proposal to residents, community based organizations and providers
- Schedule a council briefing

## Best Starts For Kids Additional Details

- Timing: November ballot
- Size: Not yet determined
- Implementation:
  - Creation of an advisory body
  - Funds to be distributed to providers based on ability to achieve outcomes

## Questions?

- Contacts
  - Patty Hayes, Interim Director, Public Health Seattle & King County  
[patty.hayes@kingcounty.gov](mailto:patty.hayes@kingcounty.gov)  
(206) 263-8285
  - Diane Carlson, Director Regional Initiatives, King County Executive's Office  
[diane.carlson@kingcounty.gov](mailto:diane.carlson@kingcounty.gov)  
(206)263-9631

[www.kingcounty.gov/beststarts](http://www.kingcounty.gov/beststarts)



## Regional Policy Committee

Transfer Plan Review 2: Briefing

# No Northeast Transfer Station Is Needed At This Time, Viable Alternatives Are Available

- Multiple options for managing the forecasted growth in transactional demand in the County's northeast service area without building a new transfer station.
- Combinations of policy decisions, capital investments, and operational changes

# Multiple Configurations Were Compared To Our Adopted Transfer Plan

- Adopted transfer plan which calls for building a Northeast station was compared with 3 concepts;
  - Do not build Northeast
  - Redirect commercial customers to balance demand at stations, do not build Northeast
  - Restrict self-haul use at Factoria during peak commercial hours and extend operating hours, do not build Northeast

# Mitigation Strategies Were Applied To Concepts In Multiple Combinations To Address Constraints

- Influence Use
  - Extended hours
  - Peak Pricing
  - Mandatory Collection
  - Material Bans
- Improve Capacity
  - Scales
  - Queueing Lanes
  - Staffing

# Renton, South County, & Bow Lake Stations Not Impacted By Alternatives

- Renton and South County
  - Virtually no overlap in the customer base between the northeast and south county service area,
  - Less than 4% of Renton self-haulers would use south county station if the Renton station were to close.
- Bow Lake
  - Designed to accommodate additional scales and onsite queuing space which would be required regardless of the chosen approach.

## Factoria & Shoreline Would Require Action To Prevent Substantial Queuing & Wait Times

	Factoria	Shoreline
Constraint	<ul style="list-style-type: none"> <li>• Self-Haul Tipping Floor</li> </ul>	<ul style="list-style-type: none"> <li>• Commercial Tipping Floor</li> <li>• Outbound Scale</li> </ul>
Impacts	<ul style="list-style-type: none"> <li>• Substantial off site queueing</li> <li>• Higher customer service times</li> </ul>	<ul style="list-style-type: none"> <li>• Double customer service times</li> <li>• Moderate off site queuing</li> </ul>
Mitigation	<ul style="list-style-type: none"> <li>• Extended operating hours</li> <li>• Peak pricing</li> </ul>	<ul style="list-style-type: none"> <li>• Additional staffing</li> <li>• Outbound scale</li> </ul>
Notes:	<ul style="list-style-type: none"> <li>• Factoria customers may raise equity concerns about peak pricing</li> <li>• Approach may increase Factoria traffic during peak afternoon hours</li> <li>• Bellevue has indicated possible Conditional Use Permit modification</li> </ul>	

# Other Concept and Strategy Combinations May Raise Different Concerns

- Redirected Commercial haulers face increased costs, longer service times.
- Restricted Self-haulers face less convenient access, longer service times.
- All customers, depending on local alternatives, face reduced disposal/recycling locations due to yard waste bans

## Next Steps

- Review draft report with stakeholders, update and transmit final report to Council by June 30, 2015.
- Continue the Comprehensive Solid Waste Management Plan development process to incorporate final report recommendations and address larger policy issues including:
 

➤ Maximizing capacity at Cedar Hills	➤ Creating a roadmap to achieve recycling goals
➤ Ensuring a sustainable rate model	➤ Achieving environmental & service excellence
- A draft Comp Plan is expected to be ready for review in early 2017. It may be necessary to revisit transfer plan once key policy decisions have been made.



King Street Center  
201 South Jackson Street, Suite 701  
Seattle, WA 98104-3855  
206-477-4466  
711 TTY Relay  
[your.kingcounty.gov/solidwaste](http://your.kingcounty.gov/solidwaste)



[Link To Transfer Plan Review 2 Report](#)

4/8/2015

9



May 13, 2015  
SCA PIC Meeting

**Item 6:**

Committee to End Homelessness (CEH) Draft Strategic Plan 2015-2018

**POTENTIAL ACTION ITEM**

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**SCA Staff Contact**

Ellie Wilson-Jones, SCA Policy Analyst, [ellie@soundcities.org](mailto:ellie@soundcities.org), 206-433-7167

**CEH Members:**

Councilmember Doreen Marchione, Kirkland; Councilmember Lydia Assefa-Dawson, Federal Way

**Interagency Council (IAC) Members:**

Michael Hursh, Auburn; Colleen Kelly, Redmond; Jennifer Henning, Renton

**Potential Future Action:**

**To bring the following policy position back to the next PIC meeting for possible action:**

The Sound Cities Association (SCA) shares the vision of the Committee to End Homelessness (CEH), which is that homelessness is rare in King County, racial disparities are eliminated, and if one becomes homeless, it is brief and only a one-time occurrence. SCA endorses the 2015 - 2019 CEH Strategic Plan, and its goals of making homelessness rare, making homelessness brief and one-time, and creating a community to end homelessness.

SCA's endorsement of the CEH strategic plan is conditioned on review and approval of the final language of the plan. Specifically, SCA members support continued inclusion of language in the plan that recognizes that local governments are responsible for ensuring public amenities remain safe and accessible to all, while at the same time acknowledging that addressing behaviors associated with experiencing homelessness solely with a law enforcement response is resource-intensive and may leave underlying causes of homelessness, such as behavioral health crises or lack of shelter, unaddressed. SCA members recognize that approaches that foster collaboration between service providers and first responders, such as law enforcement, can do more to reduce homelessness. SCA objects to language being introduced into that plan that would mischaracterize the efforts of cities as "criminalizing homelessness."

Additionally, SCA's endorsement of the CEH strategic plan is conditioned on review and approval of the governance structure of the CEH. SCA supports clarifying the roles and responsibilities of the subcommittees and their relationship to the Coordinating Board. SCA supports having adequate representation for SCA members on the Coordinating Board, and on the Executive Committee. SCA also supports a role for local government within the governance

structure that will connect CEH decision makers with public sector staff to generate ideas for regional and cross-departmental collaboration to ensure CEH strategies are evaluated from a variety of perspectives, including human services, planning, and public safety, among others.

## **Background**

In 2005, the Committee to End Homelessness (CEH) – a broad coalition of government, business, faith communities, nonprofits, and homeless advocates – was formed. The CEH adopted a 10-year strategic plan, “[Ten-Year Plan to End Homelessness – A Roof Over Every Bed](#),” which set out the ambitious goal of ending homelessness by 2014. That plan has now expired yet homelessness remains a crisis in King County.

The CEH, through a framework of committees and subcommittees overseen by the Governing Board, began drafting a new strategic plan last year and released initial drafts in December 2014 and March 2015. The next plan will cover the years of 2015-2019 and is necessary to fulfill state and federal funding requirements. Rather than continuing with the old goal of ending homelessness by a prescribed date, the plan adopts a goal of making homelessness a “rare, brief, and one-time” occurrence and to build a community to end homelessness.

During discussion at the February, March and April 2015 PIC meetings, and other feedback gathered by SCA staff, three common concerns emerged about early drafts of the strategic plan:

- First, the drafts lacked key details, such as who would take the lead on various initiatives, and what the role of city governments would be.
- Second, these drafts called for sweeping changes to the existing CEH governance structure without clearly spelling out which constituencies would be represented and how any new governing body would relate to the existing framework of committees and subcommittees.
- Third, the drafts mischaracterized many types of city ordinances as the “criminalization” of homelessness and called for broadly repealing such ordinances without proposing any substitute strategies for ensuring the health and safety of residents.

The Governing Board had been scheduled to consider and possibly approve the new plan in April 2015, but PIC members voted unanimously on March 11, 2015 to request an extension of that timeline in order to allow time for city comments to be considered and addressed in the plan. The SCA Board of Directors also unanimously agreed to request such an extension and sent a letter to that effect to the Governing Board co-chairs on March 18. The CEH Executive Committee subsequently agreed to extend the timeline to June 30.

The extension has allowed CEH staff additional time to work with SCA’s representatives to the Governing Board and Interagency Advisory Council (IAC) and city and SCA staff to address concerns. Since the last PIC meeting and continuing through early May, staff from SCA and member cities have met numerous times with CEH staff and have carefully reviewed and edited past drafts. Additionally, SCA staff conducted extensive outreach to city staff and received

commentary from several cities. Based on all of the feedback, SCA staff compiled and submitted seven pages of proposed edits to CEH staff. Those edits have been largely incorporated into the draft before the PIC for review today (“the plan”), [Attachment A](#).

## The Plan

At the suggestion of SCA, the following improvements have been made to the plan:

- Inclusion of a clear statement about why the plan is being created and the federal and state requirements it fulfills (see [page 9](#), “Why Plan?”).
  - There were questions raised during past PIC meetings and other commentary from SCA member cities about why the plan was being created and, under law, what it must contain.
  - In response to these questions, the plan now explains that communities receiving certain state and federal funding must adopt such a plan. Seattle and King County are the designated applicants/recipients of this funding locally and are therefore required to develop such a plan. The applicable state and federal requirements do not create obligations for other local cities.
- Addition of language explaining the role of local governments and other partners (see [page 9](#), “Why Plan?”, [page 10](#), “Whose Plan is This?”, and [page 29](#), Strategy 3.2.B).
  - Questions were also raised about what the role of cities would be under this plan, and, specifically, what funding obligations would be required. At the request of SCA member cities, the plan now more clearly states that cities are invited to partner in these efforts as the lead partner for several action steps (discussed below) and, should they wish to, by aligning resources designated for addressing homelessness with strategies outlined in the plan.
  - SCA member cities are not obligated to provide any new resources nor are they required to spend existing resources in a given way. Under language proposed by SCA and incorporated into the plan, cities will be engaged as a partner in the development of a voluntary Memorandum of Agreement, under which they can choose to commit new or align existing resources.
- Identification of lead partners for 2015-2016 action steps and a process for determining future action steps and lead partners (see [page 19](#), “Goals, Strategies, and Action Steps”).
  - Past drafts of the plan left blank who would lead various action steps. This was a major concern among SCA member cities and more detail was requested as to who would be taking the lead. This draft addresses those gaps and identifies SCA or local governments as the lead partner for several action steps:
    - Strategy 1.3 (Criminal Justice System Involvement)
      - Support efforts to secure sustainable funding for pre-adjudication programs and sentencing alternatives programs that help individuals avoid a criminal history while reducing recidivism. (Leads: King County, City of Seattle and local governments; 2015-16)
      - Collaborate with Therapeutic Courts, Mainstream Courts, Familiar Faces, LEAD, and others partners, including partnerships identified

and created under Strategy 2.2 to better integrate referrals and services among people experiencing homelessness. (Leads: King County, City of Seattle and local governments; 2015-16)

- Strategy 2.2 (Public Safety)
  - Host a convening and disseminate case studies on best practices for collaboration between first responders and service providers to improve public safety and reduce homelessness (Leads: SCA, CEH; Quarter 4 2015)
- Inclusion of devoted strategies to address and prevent homelessness among youth and young adults (see [page 21](#), Strategy 1.1.C), those with behavioral health needs (see [page 21](#), Strategy 1.1.F), and individuals with chronic disabilities (see [page 21](#), Strategy 1.1.E).
  - Several elected officials and staff from SCA member cities were concerned that the plan did not clearly address the needs of some of the most vulnerable populations nor did it clearly address the link between behavioral health and homelessness. At SCA's request, these new strategies have been incorporated.
- Recognition of the role lack of childcare plays in the inability to maintain employment and, therefore, housing (see [page 27](#), Strategy 2.6.D).
  - Past drafts highlighted the need for employment opportunities but failed to clearly point out the necessity of affordable childcare as a key support for employment and housing stability. After this issue was highlighted by staff from SCA member cities, a new strategy was incorporated: "Increase access to appropriate services to gain and sustain employment, such as childcare / child care financial assistance."

Three areas of the plan in which SCA has been particularly engaged are discussed in more detail below. Briefly, the improvements that have resulted from SCA involvement are:

- Removal of language referring to the "criminalization" of homelessness and inclusion of strategies related to public safety and criminal justice system involvement (see [page 23](#), Strategy 1.3.A and [page 25](#), Strategy 2.2.A).
- Added detail about the proposed CEH governance structure and inclusion of SCA representation (see [page 30](#), Appendix A).
- More clarity as to the funding resources available to address homelessness in King County (see [page 16](#), "Our Resources to Address the Crisis").

### **Public Safety/Criminal Justice System Involvement**

Early drafts of the CEH Strategic Plan dubbed many city ordinances as the "criminalization" of homelessness and called for broad repeal of local ordinances related to trespassing, camping, and loitering, among other behaviors. Cities objected strongly to this language, which mischaracterizes the efforts of cities to ensure public spaces remain safe and accessible to all. For instance, the first draft of the plan included the following strategy:

- *1.2.A: Repeal or mitigate local ordinances that criminalize people being homeless or impose harsh penalties. Examples include ordinances against Camping / Loitering /*

*Trespassing on public property; Body odor or bathing in public spaces; Incurring excessive parking tickets.*

As a result of the input of SCA staff and member cities, the prior language was removed. Instead, the plan now includes language suggested by SCA outlining proactive steps governments can take to address the root causes of homelessness, including criminal justice system involvement, while also meeting their public safety obligations. The language represents a balanced approach that recognizes the barriers criminal justice system involvement play in becoming and remaining housed while also acknowledging public safety challenges associated with homelessness. The language addresses concerns raised by advocates, including the role incarceration and criminal convictions play in triggering and prolonging homelessness, while also recognizing city obligations through a two pronged approach.

First, Strategy 2.2 speaks to linking the efforts of first responders and human service providers to reduce criminal justice system involvement:

- Strategy 2.2, [page 25](#): Foster collaboration between first responders, neighborhood associations and service providers to improve public safety and increase housing stability for those experiencing homelessness
  - 2.2.A: Solicit information from local governments, including human services staff, law enforcement, and other first responders about existing partnerships with service providers and innovative approaches to ensuring public safety. Develop new, and boost existing, partnerships between behavioral health and social service providers, neighborhood associations, and local governments, including law enforcement and other first responders. Engage partners in proactive strategies that link individuals who are homeless with positive alternatives, such as housing and services with the goal of reducing criminal justice system involvement. Ensure adequate resources are available for proactive and consistent outreach efforts.

Second, Strategy 1.3 identifies steps for decreasing criminal justice system involvement and recidivism for those who have already become involved in the criminal justice system:

- Strategy 1.3, [page 23](#): Expand evidence-based pre-adjudication and post-conviction sentencing alternatives that improve public safety while reducing homelessness.
  - 1.3.A: Support the enhancement and expansion of pre-adjudication programs and sentencing alternatives that help individuals avoid a criminal history while reducing recidivism. Pre-adjudication programs, such as diversion courts and LEAD (Law Enforcement Assisted Diversion), and post-conviction sentencing alternatives can avoid incarceration, reduce recidivism, and reduce future homelessness by avoiding criminal convictions.

Earlier drafts conflated these two issues, the first being on-the-ground interactions between first responders and people experiencing homelessness, and the second being how involvement in the criminal justice system downstream from that point of initial contact can result in homelessness. The language proposed by SCA and included in the plan parses out these ideas to allow for more targeted, and constructive, action. Still, debate over these changes is ongoing. Advocates for the homeless have called for restoring the original language. “Criminalization of homelessness” is a term of art used widely by homeless advocates and is the subject of a [new study released by Seattle University School of Law](#). The intersection of city ordinances and homelessness remains an unresolved issue that will likely receive more attention as a result of the Seattle University study.

### **Governance Structure**

Appendix A, [page 30](#), to the strategic plan calls for the consolidation of the existing Governing Board and IAC into one decision-making body to be called the Coordinating Board. The 25-member Coordinating Board would include two SCA appointees, among other members:

- Local government elected officials or designees: Seattle (2), King County (2), Sound Cities (2), and Bellevue (1)
- Individuals currently or formerly experiencing homelessness (4)
- Nonprofit Homeless Providers (4)
- Systems leaders – including public housing authorities, health, behavioral health, education, workforce, criminal justice, and/or child welfare (4)
- State and federal advocacy organizations/coalitions (2)
- Faith community (3)
- Philanthropy (2)

The plan leaves many issues related to governance to unresolved, including necessary adjustments to the existing CEH Charter, how the new Coordinating Board would relate to CEH’s existing subcommittees, and who would be selected as members for the new Coordinating Board. These changes would be resolved by the existing Executive Committee of the CEH. That body is made up of the co-chairs of the various CEH Committees. SCA does not currently have representation on that committee, but the plan now calls for a new seat to be created for SCA and for SCA to be involved in that process.

One ongoing concern identified by elected officials and city staff is the loss of the voice of city staff currently represented on the IAC. SCA staff and representatives to the IAC and Governing Board have requested the creation of a new local government subcommittee to advise the new Coordinating Board but that group has not been included in the draft strategic plan. The plan does, however, include the following goal for the new governance: “Connect CEH decision makers with public sector staff to generate ideas for regional and cross-departmental collaboration to ensure CEH strategies are evaluated from a variety of perspectives, including human services, planning, and public safety, among others.”

## **Cost and Funding**

The March 18 letter from the SCA Board of Directors letter to the Governing Board co-chairs stated that cities were concerned that the then current draft lacked detail regarding costs and sources of funding. In response to this SCA request, the plan now includes more robust discussion about the sources and amount of funding available to implement the CEH plan (see [pages 16-18](#)). At the request of staff from SCA and member cities, the plan also provides greater recognition of city resources, outside the framework of CEH, that are devoted to addressing homelessness.

The plan does, however, still lack clear language about the cost of implementation. The price of individual strategies or action steps and cost of meeting the overall goals of the plan are not addressed. Prior drafts of plan were very prescriptive in places, calling out for gaps, such as the cost of implementation, to be closed. The plan now before the PIC for review, however, is a higher level document that does not contain the level of specificity found in the early drafts. It is intended now that this plan will be one step toward outlining how the community will address homelessness, but not the only one. Identification of costs and funding sources and future action steps will be the ongoing work of the new CEH Coordinating Board, underscoring the need for an effective governance structure and SCA representation.

## **Late Additions to the Plan**

At least three appendices to the plan are forthcoming. These are intended to be informative, rather than action-oriented according to CEH staff. Additional appendices identified in the plan's table of contents are as follows:

- Appendix B- Performance Measures and Dashboard (In Development)
- Appendix C- Rapid Re-Housing (In Development)
- Appendix D- System-wide Analytics and Projection Tools (In Development)
- Appendix E- TBD: Other

Additionally, the plan includes a new action step under Strategy 1.2, that as of writing had not been thoroughly reviewed by staff from SCA or member cities (see [page 22](#)):

- Work with cities to encourage adoption and implementation of comprehensive plan Housing Element policies that support incentivizing new and preserving current affordable housing, including but not limited to: multi-family tax exemption, impact fee exemption, inclusionary housing programs. (Lead: HDC; 2015-2016)

SCA staff will seek feedback from city staff and elected officials on this new language before the PIC meeting, and will update the PIC as more information becomes available.

## **Next Steps**

Due to ongoing discussion about language in the plan as discussed above, as well as ongoing discussions regarding the future governance structure of the Committee to End Homelessness, the draft of the CEH Strategic Plan before the PIC is not the "final" version. The timeline for a final draft was extended on May 4, 2015 at the request of the IAC, which has formed two

subgroups to further refine the new governance structure and build consensus around strategies related to public safety and criminal justice system involvement, as described in the attached memo from CEH Director Mark Putnam, [Attachment A](#).

As of this writing, IAC members, SCA staff, and CEH staff are to meet May 12 to discuss Strategies 1.3 and 2.2, which relate to criminal justice system involvement and public safety. SCA staff have advocated strongly against inclusion in the plan of language referring to cities “criminalizing homelessness” based on prior discussions at the PIC. PIC members should give direction to SCA staff at the May 13 meeting on this point.

Additionally, the PIC will have an opportunity at the May 13 PIC to give direction to SCA staff on governance. SCA staff have been advocating for adequate representation for SCA members on the Coordinating Board, and on the Executive Committee. Additionally, as of this writing, the proposed new governance structure does not include a role for city staff. SCA staff has proposed that a technical advisory committee of local government staff be a part of the new governance structure, which will connect CEH decision makers with public sector staff to generate ideas for regional and cross-departmental collaboration to ensure CEH strategies are evaluated from a variety of perspectives, including human services, planning, and public safety, among others.

A final version of the CEH strategic plan is now expected by end of May. SCA will continue to provide information to PIC members as it becomes available, and work closely with SCA members city staff and elected officials in order to ensure that the final draft of the strategic plan addresses the concerns raised by cities.

The IAC is scheduled to make a recommendation on the final version on the strategic plan on June 1, 2015 and the Governing Board is scheduled to vote on adoption on June 30, 2015. This item will come back to PIC for final action on June 10, 2015, with the SCA Board of Directors taking action on June 17, 2015.

#### **Attachments**

- A. [CEH Strategic Plan \(May 8, 2015 Draft\) with cover memo from CEH Director Mark Putnam](#)



**To:** Sound Cities Association, Public Issues Committee Members  
**From:** Mark Putnam, Director  
**Date:** May 8, 2015  
**Subject:** CEH Strategic Plan

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Over the past ten months more than 500 individuals participated in our strategic planning process, providing expertise, ideas, critical review, leadership, and vision. This included a day-long retreat in March with its Governing Board, Interagency Council, Consumer and Funder members to finalize the direction of the Strategic Plan and identify leads for the annual action steps. Sound City Association members have been strong and active participants throughout this process.

Cities are key partners in the efforts to end homelessness. Some action steps in the Strategic Plan specifically identify local governments and/or Sound Cities Association as the lead partners, while other strategies will likely need city support.

Today, I am transmitting the draft Plan for SCA Public Issues Committee review. The plan is a recommitment to ending homelessness, and to our vision that homelessness is rare in King County, racial disparities are eliminated, and if one becomes homeless, it is brief and only a one-time occurrence. The Plan also sets a new structure for CEH, combining the Governing Board and Interagency Council into a single "Coordinating Board". See Appendix A of the Plan for more detailed information on the proposed governance structure, timeline, and calendar.

We appreciate the partnership SCA and its members have shown, particularly during this last phase in the development of the plan. We have worked in cooperation with SCA to address concerns related to language in local ordinances and planning, and have twice revised the timeline for plan adoption to accommodate city processes.

At the Interagency Council (IAC) on May 4<sup>th</sup>, the IAC discussed the draft Strategic Plan and the next steps for the group in order to make a recommendation for adoption by the Governing Board. As a result of the feedback received and discussion by the IAC it was recommended that the IAC form two work groups to finalize the IAC recommendations 1.3 and 2.2, and 3.2 and Appendix A, before the plan comes back to the IAC in June and goes to the Governing Board on June 30. Both IAC work groups include a SCA representative (Colleen Kelly) and in addition, SCA staff (Ellie Wilson-Jones) have been invited to participate. We expect these meetings to be productive and result in an improved plan.

We look forward to continuing our partnership with SCA and member cities as we work as a community to end homelessness in King County.

A handwritten signature in black ink, appearing to read "Mark Putnam", is positioned above the typed name.

Mark Putnam  
Director



## acknowledgements

### Governing Board

Dan Brettler  
Ed Murray  
Lydia Assefa-Dawson  
Dahkota Beckham  
David Bley  
Bobbe Bridge

John Chelminiak  
Sally Clark  
Jon Fine  
Paul Killpatrick  
Doreen Marchione  
Kathy Lambert  
Mike Lowry  
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Joseph McDermott  
Blake Nordstrom  
Sheila Sebron  
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J. Wesley Saint Clair  
Father Stephen  
Sundborg

*Car Toys Inc. (Co-Chair)*  
*Mayor, City of Seattle (Co-Chair)*  
*Councilmember, City of Federal Way*  
*Consumer Advocate*  
*Bill & Melinda Gates Foundation*  
*Former Judge, Center for Children & Youth Justice*  
*Councilmember, City of Bellevue*  
*Councilmember, City of Seattle*  
*United Way of King County*  
*Seattle Central College*  
*Councilmember, City of Kirkland*  
*Councilmember, King County*  
*Former Washington State Governor*  
*DESC, Seattle-King County Coalition on Homelessness*  
*Councilmember, King County*  
*Nordstrom, Inc.*  
*Consumer Advocate*  
*REACH*  
*Judge, King County Superior Court*  
*Seattle University*

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Dahkota  
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Latrice  
Linda  
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Nancy  
Roger  
Stacy

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Ed Murray *Governing Board*  
Sue Sherbrooke *Interagency Council*  
Adrienne Quinn *Interagency Council*  
Meghan Altimore *Safe Harbors, Hopelink*  
Sara Levin *Safe Harbors, Communications (for Chris Hynes)*  
Marty Kooistra *Communications*  
Stacy *Consumer Advisory*  
Bill Hallerman *Data/Evaluation*  
Catherine Lester *Data/Evaluation (for Traci Hilliard)*  
Open seat *Sound Cities Association*

### Interagency Council

Adrienne Quinn *King County/Community and Human Services (Co-Chair)*  
Sue Sherbrooke *YWCA (Co-Chair)*  
Jarvis Capucion *Occupy CEH*  
Roger Conn *Consumer Advisory Council*  
TJ Cosgrove *Public Health Seattle & King County*  
Ceil Erickson *Seattle Foundation*  
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Bill Hobson *DESC*  
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Kathleen Southwick *Crisis Clinic*  
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Ken Taylor *Valley Cities Counseling & Consultation*  
Jim Theofelis *Mockingbird Society*  
Steve Walker *City of Seattle, Housing*

### Thanks!

Contributions to this plan were made by more than 500 people, including CEH subcommittee members, Sound Cities Association, City of Seattle and King County staff, 2014 Annual Conference participants, 2015 Strategic Planning Session attendees, and those who commented via our website.

A special thank you is owed to [Point B](#) for their pro bono contributions.

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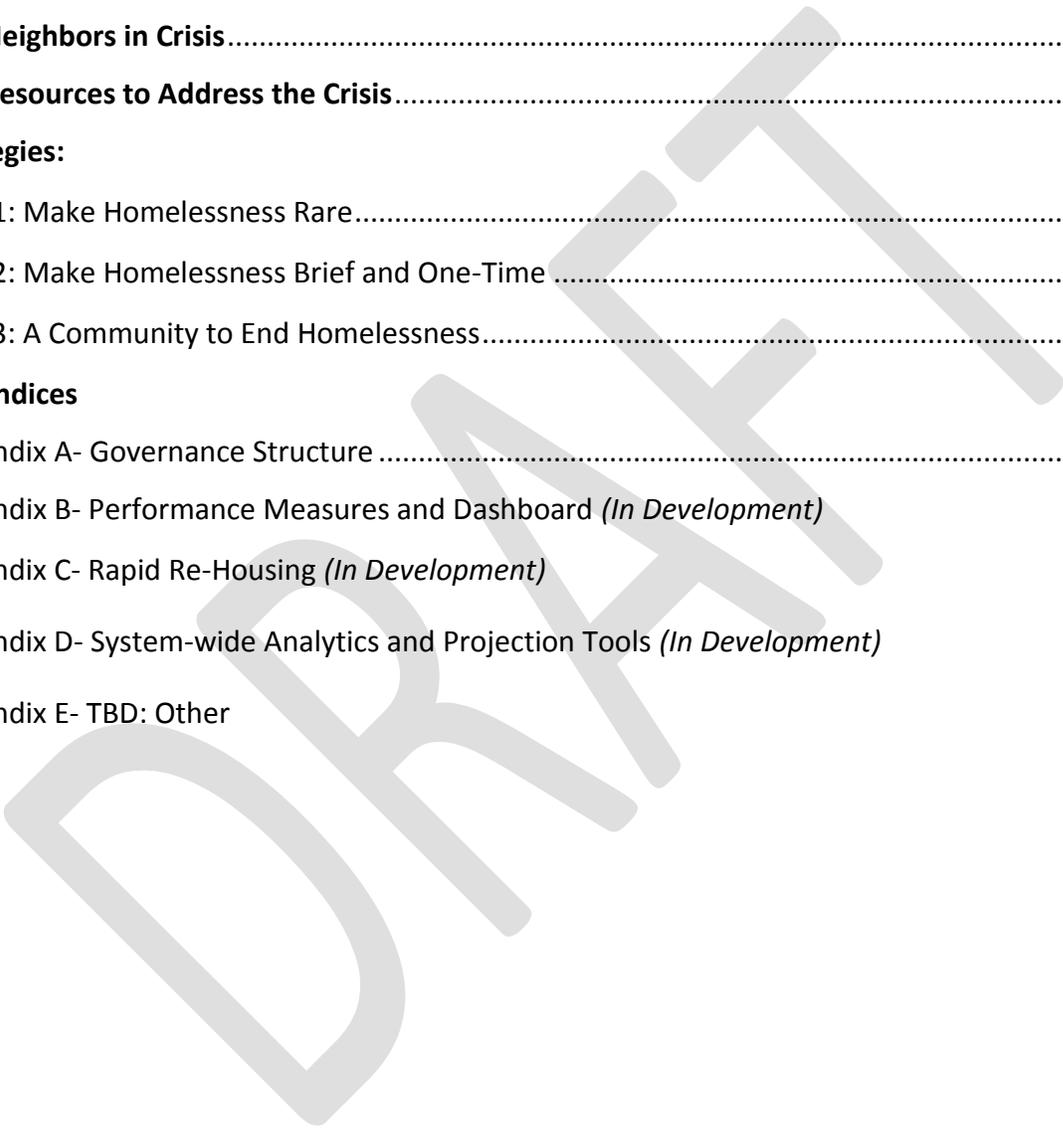
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## introduction

In 2005, our community formed the Committee to End Homelessness in King County (CEH), creating a broad coalition of stakeholders to focus on addressing and eliminating homelessness in King County. Since the adoption of a [10-Year Plan to End Homelessness](#) (2005-2015) our community has succeeded in ending homelessness for almost 40,000 people.

Yet, in 2015, on a given day, nearly 10,000 people are experiencing homelessness in King County, and almost 40 percent are unsheltered. People are homeless on average for more than 100 days, and they return to homelessness after being housed nearly 20 percent of the time. Racial disparities are stark, with Native Americans seven times more likely to experience homelessness than Whites, and African Americans six times more likely.

**Homelessness is a crisis in King County.** Our neighbors who are without homes need housing. Many also need jobs. We are a compassionate, active community that hurts for those living outside and in unstable housing. While we can celebrate with those who have found housing stability over the past decade, we are recommitting to develop new partnerships and make a greater impact over the next four years.

The Committee to End Homelessness has taken a collective impact approach to ending homelessness in King County that aligns strategy and funding toward shared outcomes. Our ranks include residents, housed and unhoused, alongside the faith, business, government, philanthropic, and nonprofit sectors. We realized a long time ago that we need to work collectively, across sectors and across the entire County and region, to end homelessness.

**To make homelessness brief and one-time, we need to provide people with what they need to gain housing stability quickly.** This is the responsibility of funders of homeless housing and services, and nonprofit providers. Implementing more effective, efficient program models will allow us to serve more people.

**Homelessness is solvable.** While crises that impact housing stability will never be fully prevented, we can end that person's homelessness very quickly. Other cities and states are making significant progress, and we must continue to learn and adapt to new data and ideas.

To make greater strides locally, we must address the symptoms while also working with others at the local, state, and federal levels to address the causes. We must commit fully to using the most effective, proven approaches to support people experiencing homelessness to quickly gain housing stability and employment, prioritizing those who are most vulnerable. **We will need the support and commitment of local, state, and federal elected officials to ensure housing affordability and the availability of safety net services.** We save money and have a stronger community when people have a place to call home.

Finally, we must energize and activate residents, business, and the faith community. **This plan outlines strategies for a re-imagined continuum of services for people experiencing homelessness in King County and acknowledges that energized engagement needs to take place in both the board room and between neighbors for homelessness to be rare, brief, and one-time in our community.**

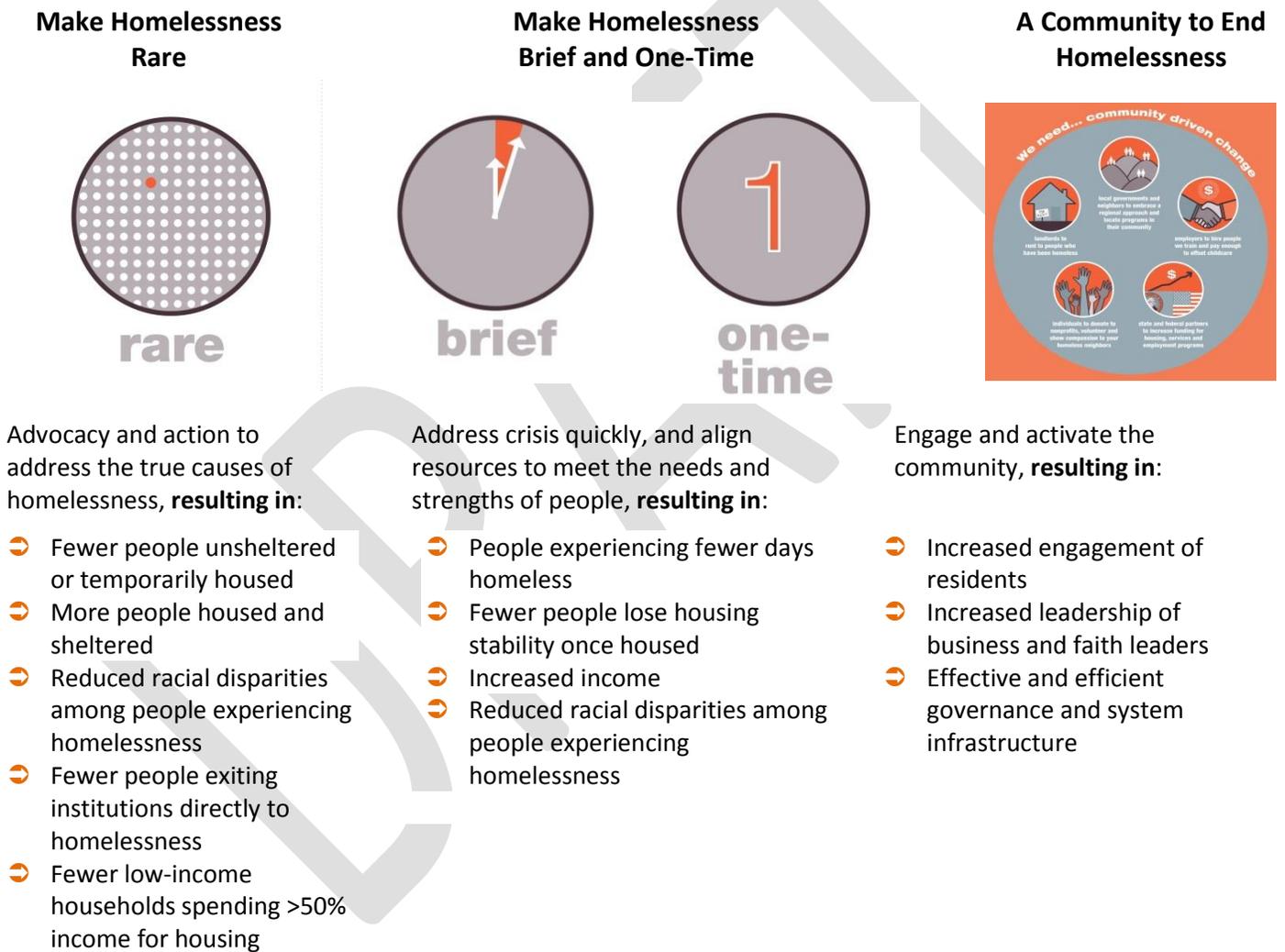
## our vision and new plan

*Our vision is that homelessness is rare in King County, racial disparities are eliminated, and if one becomes homeless, it is brief and only a one-time occurrence.*

On July 1, 2015, we will launch a new four-year Community Plan, *A Regional, Aligned, Community Plan to End the Experience of Homelessness among Residents of Seattle/King County* to achieve this vision. The plan is a recommitment to our vision of ending homelessness, and what needs to happen for this vision to become reality.

### What are Our Goals, Strategies and Outcomes?

The plan has three core goals, strategies to address them, and outcomes to measure progress:



### How Much Progress Will Be Made?

Since 2005, we have become more sophisticated in our ability to measure progress and adapt practices based on data. As a community we have already set a goal of ten percent annual improvement for each outcome, and local funder contracts with providers include annual program targets that if met will help us achieve our system targets. We will refine these goals by year-end 2015 as we set implementation plans by population and utilize a new National Alliance to End Homelessness ([NAEH](#)) System Wide Analytics and Projection (SWAP) suite of tools that model program and population changes to assist communities to project improvements to system

outcomes.<sup>1</sup> The tools, utilizing local data, will provide us with information we can use to realign our funding and programming. The tools will be used to identify resource gaps, by program type and population, and set implementation plans to achieve our goals. (See Appendix D for more on the SWAP suite of tools.)

In advance of the release of these tools, CEH and [Point B](#) (providing pro bono services) used local data and national research to project the impact of realigning programming. We found that by increasing and targeting our investments to focus on diversion, rapid re-housing, and permanent supportive housing we will house more people—often with equal or better housing retention outcomes than our current system.

In addition, our goals are aligned with the U.S. Interagency Council on Homelessness [Opening Doors](#) plan<sup>2</sup>, which set out the following objectives:

- End Veteran Homelessness by 2015: Our goal is for all Veterans to be housed or in shelter and on a pathway to housing (what USICH is calling “functionally zero” homeless). We believe we can achieve this goal, as we have permanent housing resources for about 900 of the 1096 Veterans who are homeless in King County.
- End Chronic Homelessness by 2017: Our goal is for all chronically homeless adults to be housed or in shelter and on a pathway to housing.<sup>3</sup> This will require significant new investment in Permanent Supportive Housing, the evidence-based solution to chronic homelessness.
- End Youth/Young Adult Homelessness by 2020: Our goal is for all youth/young adults to be housed or in shelter and on a pathway to housing, and to rapidly house those who become newly homeless.
- End Family Homelessness by 2020: Our goal is for all homeless families to be housed or in shelter and on a pathway to housing, and to rapidly house those who become newly homeless.
- USICH and Opening Doors have not set a goal for ending Single Adult Homelessness. King County will set a target this year as part of our first ever single adult plan.

### **When Do We Begin? Now!**

We’ve set ambitious 2015-2016 action steps, which are specified in this plan. Annual implementation plans will be developed, including setting targets for each strategy, and future meetings of our governance committee will be organized around the strategies. Lead partners will be accountable for updating the committee on progress, and the committee will provide oversight and make course corrections.

Implementation plans by subpopulation will be developed and continuously refined as new data emerges. These plans will be amendments to this plan following adoption by the CEH governance committee:

- Veterans (existing plan runs through 2015; update in Quarter 1 2016)
- Youth/young adults (update completed June 2015)
- Families (existing plan runs through 2015; update to be completed in Quarter 1 2016)
- Single adults and chronically homeless (no current plan; plan completed by Quarter 4 2015)

<sup>1</sup> [Focus Strategies](#), under contract with NAEH, developed a suite of tools they call System Wide Analytics and Projection (SWAP) Tools. CEH will be using these tools to project what policy changes will make the most impact.

<sup>2</sup> USICH released [Opening Doors](#) in 2010, and amended it in 2013. Another amendment is expected in summer 2015, and USICH has indicated they will change their target for ending chronic homelessness to 2017 from 2015, due to lack of investment by the Federal Government in Permanent Supportive Housing (PSH).

<sup>3</sup> HUD has defined **chronic homelessness** as an individual or family with a disabling condition who has been continuously **homeless** for a year or more or has had at least four episodes of homelessness in the past three years. <https://www.hudexchange.info/homelessness-assistance/resources-for-chronic-homelessness/>

## What Principles Will Guide Us?

Our goals, strategies and outcomes provide us with a framework. Principles provide us with a foundation for our collective action over the coming four years. The following principles will guide us:

- Involve the full community, including those experiencing homelessness
- Promote equity and social justice in funding and program design to address regional and racial disparities
- Address the whole person’s needs and strengths by prioritizing appropriate housing stability mechanisms
- Prioritize those whose health and safety are most vulnerable
- Move people into housing first, and employment fast, by progressive engagement in services
- Utilize data-driven assessment of needs and outcomes to drive policy and investments

## How Did We Get Here? Community Engagement!

During the summer of 2014, we began the process of establishing a new vision and plan for making homelessness rare, brief and one-time in King County. The full community is needed to make this plan a success, and hundreds of King County residents engaged in the planning that resulted in this plan.



More than 500 individuals participated in planning, providing expertise, ideas, critical review, leadership, and vision over the course of nearly one year. Participation has included:

- CEH Governing Board, Consumer Advisory Council, Interagency Council (IAC), and IAC subcommittees and workgroups
- 2014 CEH Annual Meeting
- CEH Strategic Plan community feedback sessions and online public comment
- Local government council and committee hearings
- Regional homeless housing meetings/forums

The planning culminated in a strategic planning session in March 2015 among CEH Governing Board, Consumer Advisory Council, Interagency Council (IAC) members, and other community leaders.



### **Why Plan? It's Smart, and Required.**

This plan is a community-wide strategic plan for addressing the crisis of homelessness in King County, Washington. The Committee to End Homelessness, and its inclusive, growing membership, will provide leadership for the implementation of the plan. The implementation of strategies must be tailored to the varied needs of people, including veterans, youth, families, single adults, and chronically homeless.

This plan fulfills Federal and State requirements that local jurisdictions receiving funding must have a community plan for addressing homelessness. The Committee to End Homelessness is the U.S Department of Housing and Urban Development (HUD) designated Continuum of Care for the Seattle/King County area, with the City of Seattle and King County providing fiduciary oversight.<sup>4</sup> King County is the designated recipient of State Consolidated Homeless Grant funding from the Washington State Department of Commerce.<sup>5</sup>

The plan, and its implementation action plans, will guide the distribution of Federal and State funding sources that are specifically designated for addressing homelessness, including:

- U.S. Department of Housing and Urban Development Continuum of Care Program, as amended by the Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act
- Washington State Department of Commerce Consolidated Homeless Grant Program

Alignment of other funding sources will be sought to maximize the collective impact of the funding that is designated for addressing homelessness, including:

- Local government funding designated for addressing homelessness, including levies, general funds, and other locally guided sources and plans, including the Consolidated Plan
- Philanthropic and other private sector funding
- Faith based assets, including volunteers, physical units and funding
- Federal sources from participating U.S. Interagency Council on Homelessness departments, especially HUD, Health and Human Services, Veterans Affairs, and Labor.
- Related systems funding, including behavioral and physical health, criminal justice, affordable housing, veterans, workforce development, and education.

<sup>4</sup> HUD requires that each Continuum of Care develop a plan that coordinates implementation of a housing and service system, conducts a Point-in-Time count of homeless persons, analyzes needs and provides strategies to address gaps in housing and services, provides information required to complete the Consolidated Plan(s), and plans for and evaluates performance of Emergency Solutions Grant (ESG) recipients <https://www.hudexchange.info/coc/coc-program-law-regulations-and-notices/>

<sup>5</sup> Commerce required plans to run through 2015: <http://www.commerce.wa.gov/Programs/housing/Homeless/Pages/default.aspx>

This plan also seeks to align with other system plans underway or being developed, including the City of Seattle's Homeless Investment Analysis and Housing Affordability and Livability Agenda, King County's Health and Human Services Transformation Plan and Youth Action Plan, and other related local and regional planning efforts.

### **Whose Plan is this? Yours!**

Funding is just a part of what makes a plan go. Leadership and on the ground action are needed to implement this plan. This plan was created by the community, for the community.

The Committee to End Homelessness itself has minimal authority to make change. For example, CEH does not control the resources of the City of Seattle, the City of North Bend, the Gates Foundation, or King County. It does not operate the shelters or provide job training. The success of CEH and this plan is dependent on the development of an engaged community, and building a belief that we are better off working together than in isolation.

To achieve our goals it will take all of us playing our roles:

- **Local Government:** 39 cities and King County government have shown a commitment to working toward collaborative solutions through CEH, the [Sound Cities Association](#) and other regional cooperation. This plan provides a roadmap for regional collaboration, provides each local government with opportunities for action, and outlines challenges to be addressed with local providers and residents. CEH will continue to partner with local government and provide support in local/regional initiatives.
- **Faith Community:** individual congregations and associations or initiatives such as [Church Council of Greater Seattle](#), [Interfaith Task Force on Homelessness](#), Seattle University's [Faith and Family Homelessness Initiative](#), and Renton Area Ecumenical Association of Churches ([REACH](#)) are demonstrating the impact the faith community can have through education, advocacy, grassroots organizing, and service delivery. This plan will not be successful without their efforts, and we must support them to grow their impact.
- **Philanthropy:** our local philanthropic community, including [United Way of King County](#), [Bill & Melinda Gates Foundation](#), [Building Changes](#), and [Raikes Foundation](#), among many others, have provided catalytic funding, infrastructure supports, awareness raising, leadership, and vision. This plan provides opportunity for their role to include community leadership in addition to investment.
- **Nonprofits:** large and small nonprofits provide direct services to people who are suffering from the experience of homelessness and consist of associations, including [Seattle/King County Coalition on Homelessness](#), [Housing Development Consortium](#), and the [Washington Low Income Housing Alliance](#). This plan is reflective of their vision and experience, and provides opportunities for expanding programs and continuous learning.
- **Businesses:** led by Dan Brettler of Car Toys and Blake Nordstrom of Nordstrom, the business community has been a stalwart contributor to our efforts to end homelessness. This plan provides further opportunity for impact through the Business Leaders Task Force, units from landlords, and jobs from employers.
- **Residents,** including those housed and unhoused: people experiencing homelessness have been integral to our community's response to homelessness, through efforts such as CEH's [Consumer Advisory Council](#), [Youth Advocates Ending Homelessness](#), and [Occupy CEH](#). Residents are engaging in many ways, including in traditional ways such as volunteering and donating, and new ways such as the [Hack to End Homelessness](#), and [Homeless in Seattle](#). This plan envisions connecting our community more deeply together.
- **Health Care Systems:** Hospitals, community health centers, behavioral health centers, and public health centers are critical entry points for homeless individuals and families disconnected from any homeless system supports. Addressing urgent and chronic health care needs often provides a conduit to other essential

support services reducing barriers/increasing opportunities for housing. Discharge coordination between health and other systems is critical to reducing recidivism.

- **CEH** itself will need to adapt to lead the implementation of this plan, including shifting governance and adapting staffing roles to support new strategies and direction. The plan sets a new structure for CEH, combining the Governing Board and Interagency Council into a single “Coordinating Board”. Additionally, because the strategies outlined in this plan cannot succeed in isolation, CEH will also recognize and support local efforts to end homelessness.

## a decade of growing inequality: 2005-2015

In 2005, our community formed the Committee to End Homelessness, and adopted a [10-Year Plan to End Homelessness](#) (2005-2015). These plans were promoted by the Federal Government and eventually required by Washington State. King County’s plan focused on preventing homelessness, coordinating countywide, building political will, securing 9,500 units of housing, providing culturally competent services, and measuring progress.

The plan set an aspirational goal for the community. Then, as now, our community would not and will not accept that people are living outside unsheltered in a place of such beauty and prosperity. Over the past decade, the community responded with unprecedented partnerships and results. Nearly 40,000 people exited homelessness for stable housing, and 85 percent stabilized in that housing for at least two years. More than 5,700 units of housing were secured, and Seattle/King County now has the third most housing for the homeless in the nation. Innovative public/private partnerships were developed, including the [Campaign to End Chronic Homelessness](#), [Landlord Liaison Project](#), [Family Homelessness Initiative](#), and the [Homeless Youth and Young Adult Initiative](#). Funding has increased through state and local levies, businesses, faith communities, nonprofits, local governments, and people experiencing homelessness came together like never before to address the crisis of homelessness.

Meanwhile, the Seattle/King County region boomed economically from 2005-2008, then lost significant ground during the Great Recession. As of 2014, the region had [replaced all the jobs](#) lost in the recession and Seattle led the nation in [population growth](#) per capita. Yet, at the same time across the county, poverty increased, rising 80 percent in suburban areas, with most of that growth in South County.<sup>6</sup> Between 2000 and 2011, [only five percent](#) of new King County residents earned between \$35,000 and \$125,000, with half of these 85,000 new households under \$35,000 and half over \$125,000. [Disparities](#) are stark, as 27 percent of Black households are living in poverty, compared to eight percent of White households.

Despite progress in [increasing wages](#), erosion in renter incomes coupled with a surge in demand for rental housing has pushed the number of households paying excessive shares of income for housing to record levels,<sup>7</sup> and home sales and rental prices are on the rise. In Washington state, incomes for the lowest earning residents has not grown, but the poorest Washington residents pay more in taxes than the poor do anywhere else in the country<sup>8</sup>. As Seattle Mayor Ed Murray, co-chair of CEH’s Governing Board, warned last month, “[Income inequality is real](#), and it’s growing in Seattle.”<sup>9</sup>

At the Federal Level, the recession, and later, [sequestration](#), significantly reduced funding for affordable housing and homeless programs during the past decade. In 2010, the U.S. Interagency Council on Homelessness developed a ten-year Federal plan called [Opening Doors](#), calls for ending Veteran homelessness by 2015, chronic homelessness by 2017, Youth/Young Adult and Family homelessness by 2020.<sup>10</sup> The plan has sparked

<sup>6</sup> Brookings Institute, <http://confrontingsuburbanpoverty.org/> and Seattle Times, <http://www.seattletimes.com/seattle-news/poverty-hits-home-in-local-suburbs-like-s-king-county/>

<sup>7</sup> Harvard Joint Center for Housing Studies, <http://www.jchs.harvard.edu/americas-rental-housing>

<sup>8</sup> Institute on Taxation and Economic Policy, <http://www.itep.org/whopays/states/washington.php>

<sup>9</sup> Brookings Institute, <http://www.brookings.edu/research/reports2/2015/03/city-inequality-berube-holmes>.

<sup>10</sup> U.S. Interagency Council on Homelessness, *Opening Doors*, [http://usich.gov/opening\\_doors/](http://usich.gov/opening_doors/).

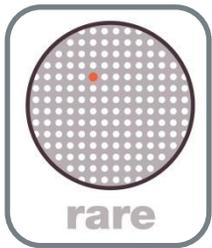
unprecedented interagency cooperation, and [increased funding](#) for homeless programs to support these goals. Nationally, communities are reporting declines in unsheltered homelessness. In addition, the [research base](#) has grown significantly over the past ten years meaning we as a field now know much more about what works for people with different needs and strengths.

## our neighbors in crisis

The prevalence of [homelessness](#)<sup>11</sup> is measured in two primary ways by CEH and its partners, both of which are requirements for all HUD Continuum of Care such as CEH:

- Homelessness Management Information System (HMIS), which collects data on the needs of consenting individuals seeking homeless services and measures their progress towards stable housing and other outcomes. CEH has designated the City of Seattle to administer HMIS, which is called [Safe Harbors](#).
- Point in Time Homeless Persons Count (PIT), which provide counts of sheltered and unsheltered people experiencing homelessness on a single night. CEH contracts with the Seattle-King County Coalition on Homelessness to conduct its PIT, called the [One Night Count](#), and CEH also conducts a specialized count of homeless youth and young adults called [Count Us In](#).

CEH measures its progress in ending homelessness by whether homelessness is rare, brief, and one-time. In addition, per this plan, CEH measures income progression and racial disparity.



### How Many People Experience Homelessness?

Nationally, more than one million persons are served in HUD-supported emergency, transitional and permanent housing programs each year, and HUD estimates that the total number of persons who experience homelessness may be twice as high.

#### Point in Time Data: The [One Night Count](#) tallied

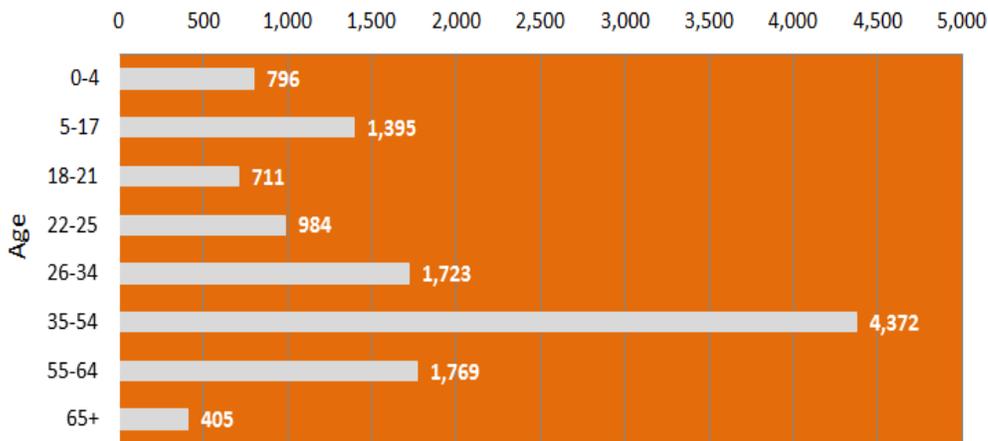
3,772 people living unsheltered, on sidewalks, in cars, and tents on January 23, 2015. Another 6,275 people were in shelter or transitional housing and still considered homeless by HUD definition. [Count Us In](#) counted 134 unsheltered homeless youth/young adults, and a total of 824 unstably housed young people. Homelessness disproportionately affects King County's [non-white population](#).

**Annual Data:** [Safe Harbors](#) data shows 9,482 households utilized shelter and transitional housing. Of these, approximately fifty percent were newly homeless (had not experienced homelessness in King County in the past two years).

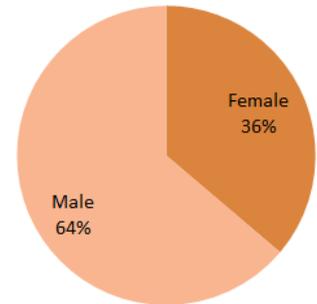


<sup>11</sup> There are four federally defined categories under which individuals and families may qualify as homeless: 1) literally homeless; 2) imminent risk of homelessness; 3) homeless under other Federal statutes; and 4) fleeing/attempting to flee domestic violence. Following HUD's guidance, CEH prioritizes those who are literally homeless.

### Ages - All Program Participants

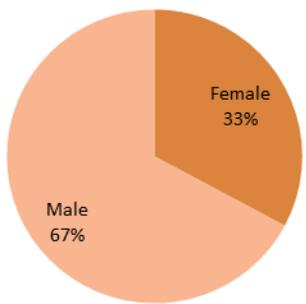


### Gender - All Program Participants

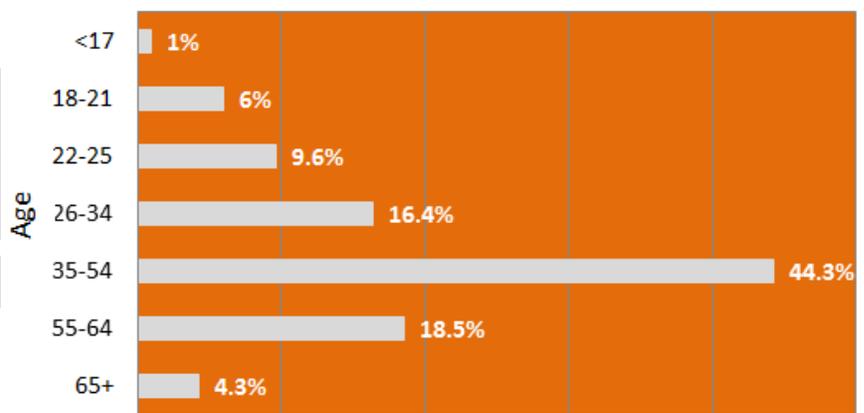


### Ages of Heads of Households

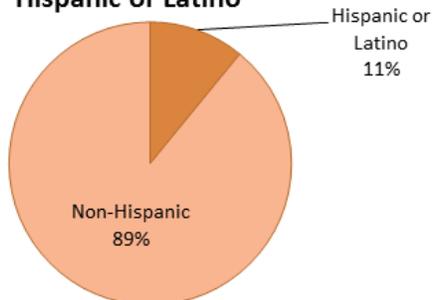
#### Gender Head of Household



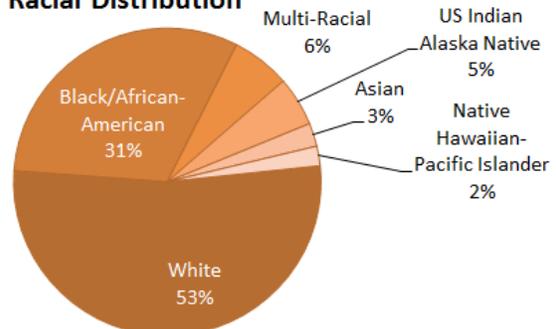
0% 10% 20% 30% 40% 50%



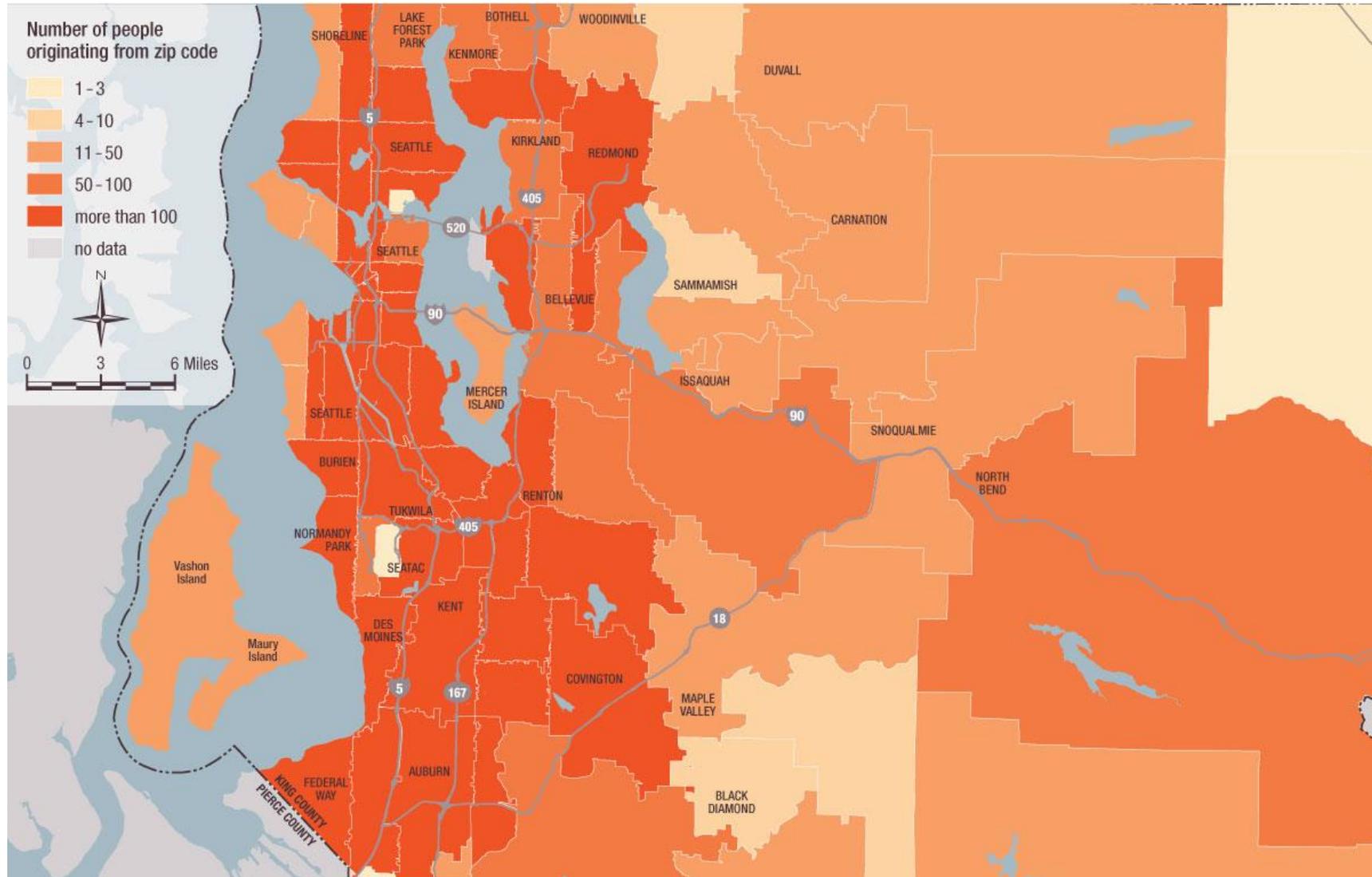
### Persons who identify as Hispanic or Latino

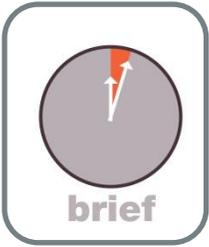


### Racial Distribution



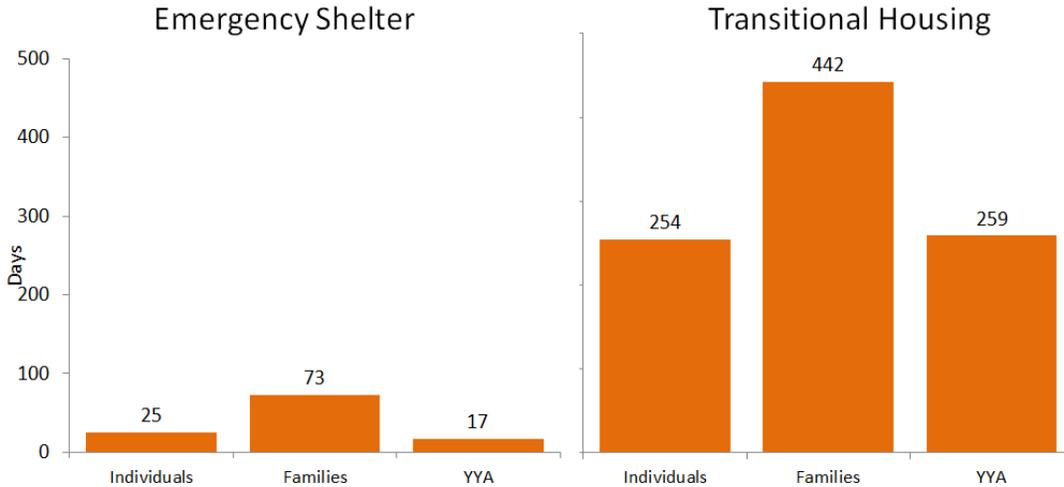
People experienced homelessness in every zip code in King County last year, and 87 percent were from King County, and 97 percent from Washington State.





### How Long are People Homeless?

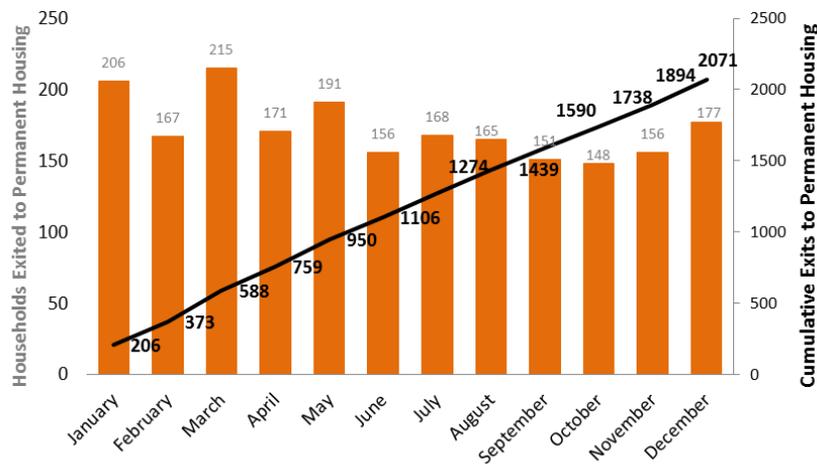
Homelessness is **not brief enough** in King County: on average, in 2013, people experienced homelessness 141 days before finding permanent housing. When homelessness is shortened, people are safer and more people can use limited resources. We have set a target of ten percent annual improvement in the length of episode of homelessness. The average length of stay in 2014 by intervention:



### How Many People Are Getting Housed, and How Many Become Homeless Again?

Last year, 2,071 households exited homelessness to permanent housing, an average of 173 per month.

#### Year-To-Date Exits to Permanent Housing in 2014



However, too many people were homeless **more than one time**: about 18 percent of people who went from homeless to housed returned to homelessness within two years. When homelessness is a one-time only occurrence, people can stabilize and public services such as shelter, emergency rooms, and jails are less frequently accessed. We have set a target of ten percent annual improvement to reach our goal of five percent returns to homelessness.

## our resources to address the crisis

### Housing Resources

Through collective action since 2005, CEH dramatically increased the available resources for those experiencing homelessness in King County.

This includes 5,686 units of permanent housing with supports funded since 2004, for a total of 7,849 units of permanent housing with supports countywide.

King County's Continuum of Care (CoC) housing stock ranks third in the nation. Our system includes emergency shelter, transitional housing, Rapid Re-Housing, and permanent housing with supports.

#### Top 10 Cities: # of Housing Units Dedicated for the Homeless

1. New York
2. Los Angeles
3. **Seattle/King County**
4. District of Columbia
5. Chicago
6. Boston
7. Philadelphia
8. Phoenix/Mesa/Maricopa County
9. San Francisco
10. Miami / Dade County

### Financial Resources

In 2014, approximately \$41 million was invested in crisis response strategies to stabilize people currently experiencing homelessness in King County. Another \$114 million went to sustain formerly homeless individuals in permanent housing, assuring they don't return to the streets after exiting homelessness.

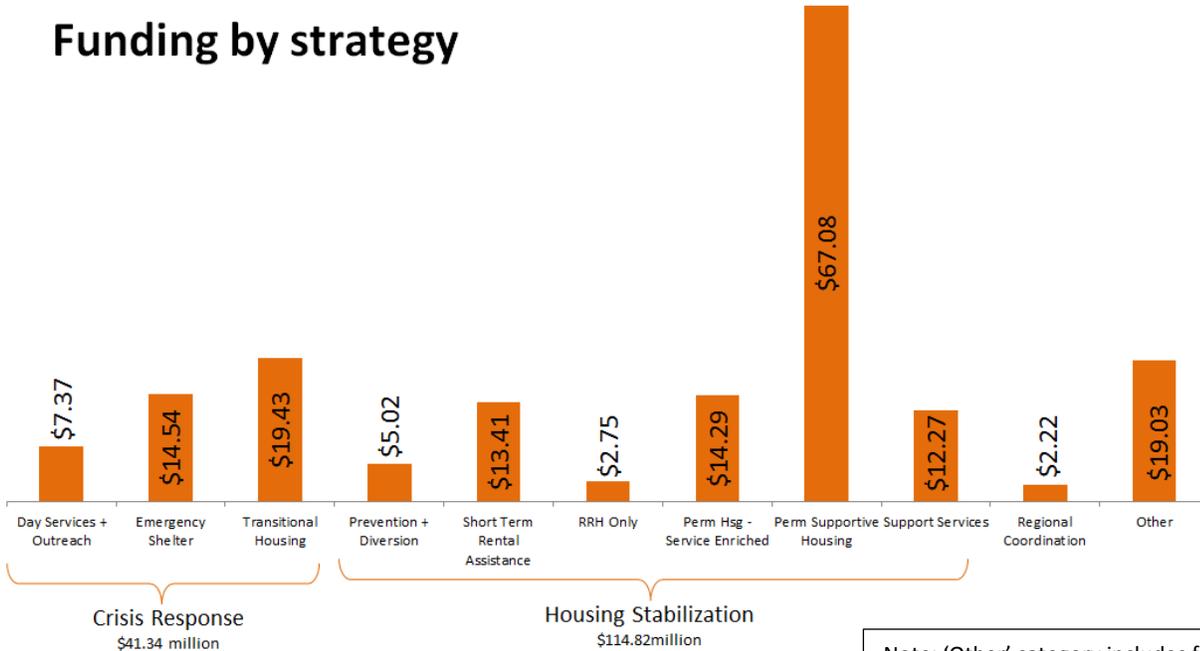
The four charts on the next three pages show the 2014 investments in housing and services dedicated to people experiencing homelessness.

Information provided in this section is gained from the 'Systems Map', a bi-annual survey of local funding partners actively engaged in and leading CEH Initiatives. Investments reflect local, state and federal direct and pass through funds dedicated to homeless housing and services, and managed by these partners. Partners include: United Way of King County, Building Changes, King County and Seattle Housing Authorities, King County, Cities of Seattle and the Human Services Funding Collaborative<sup>12</sup> (an alliance of cities in East, North, and South King County), and direct funding from the US Department of Veterans Affairs and Housing and Urban Development. Figures are for the survey done in 2014 and all funding on these charts is shown in millions. Other local governments also make funding commitments to address homelessness that are not reflected in this section.

In addition, a key component of our community efforts to end homelessness continues to be the strong commitment from our community partners, including congregations, businesses, and residents countywide. For example, many congregations provide volunteers, in-kind resources, land and buildings, in addition to broader advocacy and community efforts. We recognize this support is substantial and is however not represented in these charts.

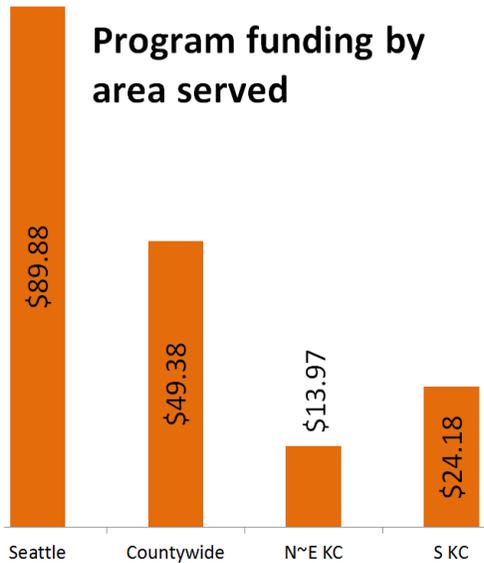
<sup>12</sup> The Human Services Funding Collaborative is an alliance of cities in East, North, and South King County. The participating cities include Auburn, Bellevue, Bothell, Burien, Covington, Des Moines, Federal Way, Issaquah, Kenmore, Kent, Kirkland, Redmond, Renton, Sammamish, SeaTac, Shoreline, and Tukwila.

## Funding by strategy



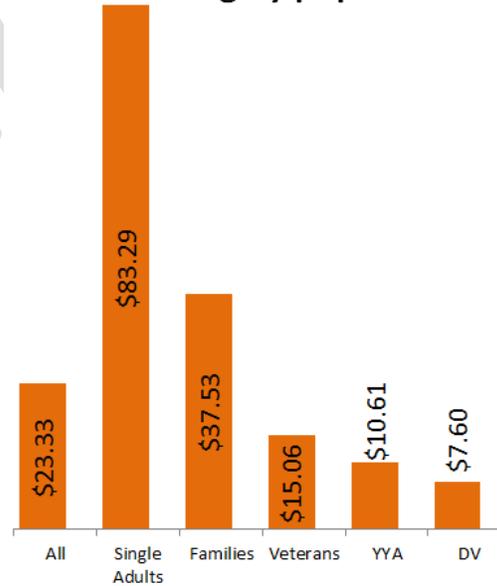
Note: 'Other' category includes funding to support auxiliary services for people experiencing homelessness, such as: Healthcare for the Homeless, child care, behavioral health, food, etc.

## Program funding by area served

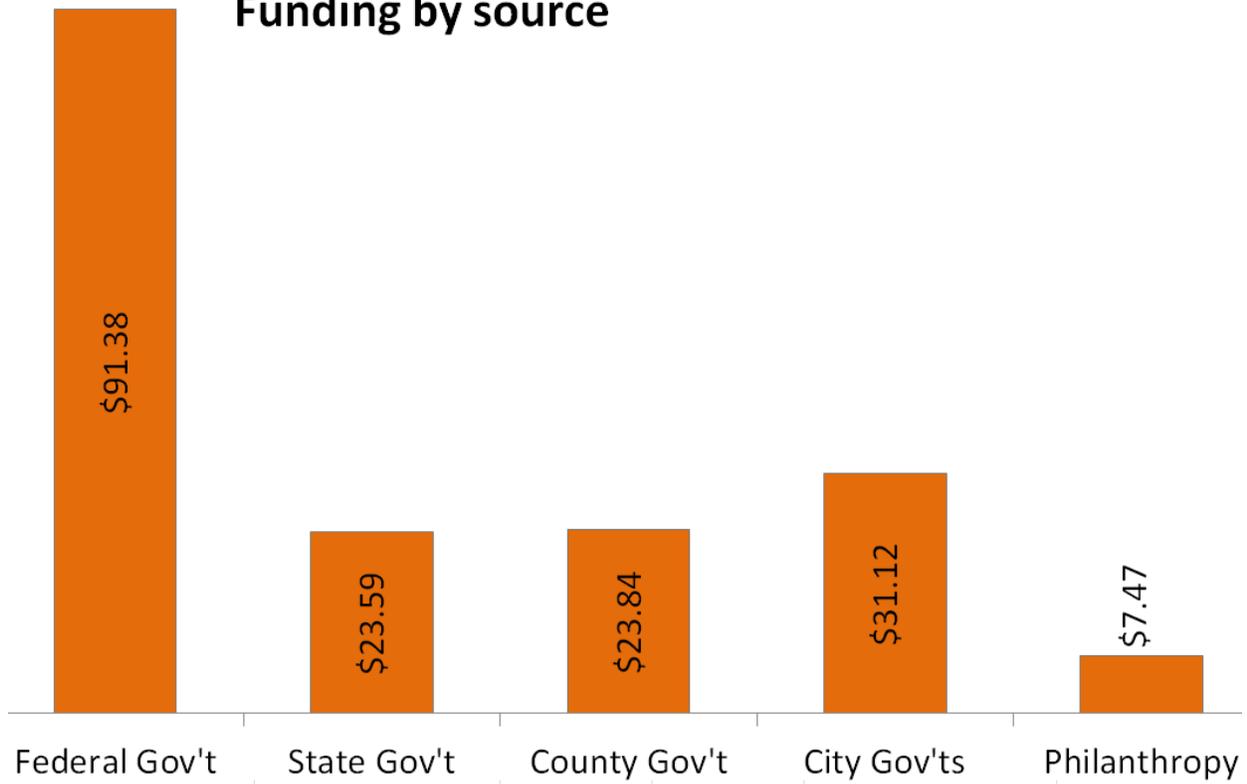


Note: 'Program funding by area served' shows the location of the recipient of funding. Programs available to all residents in the county were categorized as countywide.

## Funding by population



## Funding by source

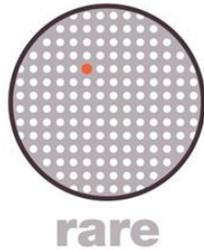


<b>Federal</b>	<b>91.38</b>	<b>County</b>	<b>23.84</b>
CDBG + HOME	.79	General Fund + Special Projects	3.01
Health & Human Services	5.68	HOF/Doc Recording Fees	8.13
McKinney/Homeless Housing	22.91	Veterans & Human Services Levy	9.37
Public Housing	53.28	MIDD	2.60
VA	5.73	Other	0.73
<b>State</b>	<b>23.59</b>	<b>Local</b>	<b>31.12</b>
CHG	2.78	Seattle General Fund	15.23
HEN	13.16	Seattle Housing Levy	12.10
Medicaid + Match	6.82	Human Services Funding	3.79
Other	0.82	Collaborative General Fund	
		<b>Philanthropy</b>	<b>7.47</b>
		UWKC	5.45
		Building Changes, Gates, Raikes, others	2.02

Notes: See page 16 for details on the data source for this chart. The Human Services Funding Collaborative funding on this chart only includes general funds.

goals, strategies, and action steps

**Make Homelessness Rare**



**Make Homelessness Brief and One-Time**

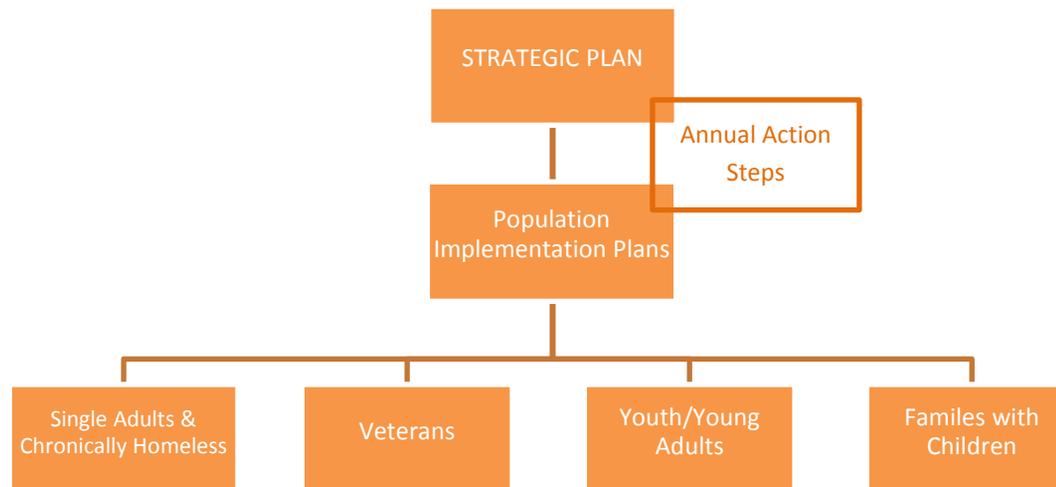


**A Community to End Homelessness**

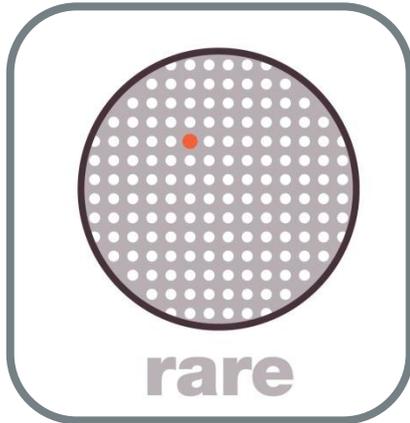


The following strategies and action steps will guide the work of the Committee to End Homelessness in 2015-2016. Population-level implementation plans will further refine the strategies and action steps. These implementation plans will be amendments to this plan following adoption by the CEH governance committee over the course of the next several months.

Lead partners have been identified for 2015-2016 strategies. For those without a lead, no 2015-2016 action steps are included. For action on these items, lead partners must be identified. These strategies will be amended annually (for July-June) with action steps and reports on progress. Population-level actions steps will also be updated annually in accordance with their adoption dates. Please refer to page six for additional information on the timing of the implementation plans by population.



## goal 1: make homelessness rare



**Making homelessness rare** will require addressing the causes of homelessness, which are myriad and institutional. A 2013 national study found predictive factors for community rates of homelessness, including housing market, safety net, economy, demographics, and transience.<sup>13</sup> The study found a 15 percent (metro areas) and 39 percent (nearby suburbs and rural areas) increase in homelessness per \$100 increase in median rent for the examined area. Seattle was the only large city where [rents jumped by more than \\$100](#) between 2010 and 2013. States with lower mental health expenditures were associated with higher rates of homelessness; in 2011, Washington ranked 47<sup>th</sup> in per capita psychiatric beds.<sup>14</sup>

Addressing and reducing homelessness will require **Federal and State action in addition to what we can control locally**. Seattle/King County has one of the largest stock of housing dedicated for people experiencing homelessness in the country. Meanwhile, the number of people living in poverty has grown, with sharp growth in poverty rates outside of Seattle.<sup>15</sup>

At the federal, state, and local levels, **increased affordable housing funding and policies are needed that support renters** who are experiencing homelessness find and maintain housing. **Homeless prevention** strategies support households to resolve a housing crisis that would otherwise lead to homelessness. In addition, targeting resources for those closest to homelessness has shown effectiveness. Medicaid, Temporary Aid to Needy Families (TANF), Food Stamps, SSI/SSDI, and behavioral health services are fundamental to housing stability for many, and connecting people to these supports prevents homelessness and provides supports others to get and stay housed.<sup>16</sup>

Housing stability is a common need among **individuals leaving jails, foster care, treatment programs and hospitals**, and refugees are at risk of homelessness upon termination of supports. Individuals with a history of incarceration were 7.6 times more likely to report experiencing adult homelessness.<sup>17</sup> Alternative sentencing options and strategies that **stop the cycle of incarceration**, such as Therapeutic Courts (e.g. Drug Court, Mental Health Court, Family Treatment Court, etc.), [Familiar Faces](#), and Law Enforcement Assisted Diversion ([LEAD](#)), are promising local programs that address a significant cause of homelessness. People of color are also disproportionately represented in these systems. Each of our strategies must intentionally measure and direct action toward reducing these disparities.



### how we'll know it worked

- Fewer people unsheltered or temporarily housed
- Fewer people exit institutions directly to homelessness
- Reduced racial disparities among people experiencing homelessness
- More people housed and sheltered
- Fewer low-income households are spending more than half of their income for housing

<sup>13</sup> Journal of Public Affairs, [New Perspectives on Community-Level Determinants of Homelessness](#)

<sup>14</sup> Washington State Institute for Public Policy, [Inpatient Psychiatric Capacity in Washington State](#), 2011.

<sup>15</sup> Brookings Institute, [Confronting Suburban Poverty in America: Seattle Times article and Brookings report](#).

<sup>16</sup> U.S. Department of Housing and Urban Development, [Strategies for Improving Homeless People's Access to Mainstream Benefits and Services](#).

<sup>17</sup> University of Pennsylvania, [Factors Associated with Adult Homelessness in Washington State](#), 2013.

## strategy 1.1: advocate and align systems to prevent people from experiencing homelessness

- 1.1.A **Integrate prevention strategies in local homeless housing and service planning, and invest prevention resources in communities where the need and opportunity is greatest.** Success of prevention strategies requires targeting of resources to those most likely to become homeless. Strategies should test, evaluate, and refine targeting; have an explicit focus on addressing racial disparities; and target specific geographic areas.
- 1.1.B **Expand proven programs for connecting people exiting systems to housing.** Assure key systems (foster care, criminal justice, healthcare, mental health, refugee resettlement, other) incorporate discharge plans for housing within their support services. Share known best practices of proven discharge-planning models, advocate for necessary resources to incorporate or bring to scale discharge planning efforts, and test, learn and refine.
- 1.1.C **Collaborate with other mainstream systems including education, juvenile justice, foster care, and mental health** to address the urgent issue of YJA homelessness and prevent exits to homelessness for youth in care.
- 1.1.D **Advocate to the State for a stronger Interagency Council on Homelessness** commitment to preventing homelessness. Learn from states such as Utah, Minnesota, and Massachusetts that set state-level goals, and developed cross-system partners such as employment, criminal justice, physical and mental health, education, and entitlements. Set goals to increase access to cross-system services, reduce barriers to enrollment, and end related system exits to homelessness.
- 1.1.E **Assure availability of critical services frequently needed by** people with chronic disabilities and other vulnerable populations to enable them to live in stable community-based housing by advocating for funding and policies that reduce capacity barriers in other support systems. Provide professional development training to cross-system partners (criminal justice, behavioral health, healthcare, other) on best practices for serving people experiencing homelessness.
- 1.1.F **Advocate for secure sustainable funding to ensure sufficient, simplified access to behavioral health treatment** such as detox and outpatient psychiatric treatment) and the integration of behavioral-physical health services. Support siting requests for new programs and services to assure regional distribution of housing and services.
- 1.1.G **Increase access to civil legal aid in situations where legal advocacy will prevent homelessness** (e.g. access to state and federal benefit programs, SSI/SSDI, etc., foreclosure prevention, immigration, tenant representation, unemployment benefits, ABD, etc.).



### **2015-2016 action steps**

- Continue the work of the Health and Human Services Transformation to make the shift from costly, crisis-oriented response to health and social problems to one that focuses on prevention, embraces recovery, and eliminates disparities. Specific initiatives include Familiar Faces, Communities of Opportunity, Physical/Behavioral Health Integration, and the proposed Best Starts for Kids levy. (Lead: King County; Quarter 4 2015)
- Organize efforts to support legislative action to strengthen State Interagency coordination (Leads: USICH, CEH, other county leaders, State partners; 2016)
- Prevent homelessness among young people exiting foster care by applying for Youth At Risk of Homelessness implementation grant. (Lead; United Way of King County, Building Changes; Quarter 3 2015)

## strategy 1.2: advocate and support partners to preserve existing and create more affordable housing to those making below 30% AMI

- 1.2.A **Advocate for federal, state, and local policies and funding to increase and preserve low-income housing** for households earning below 30% Area Median Income (AMI).
- Restore and increase federal support for low income housing development and operations through funding programs and retaining/strengthening the low income housing tax credit program.
  - Restore and increase Section 8 appropriations to expand both rental assistance programs and housing developments that serve households below 30% AMI.
  - Increase resources for State Housing Trust Fund and Federal Housing Trust Fund, and advocate for housing for those below 30% AMI.
  - Actively support local funding proposals including Seattle and King County levy renewals.
  - Encourage the use of a range of tools, policy, and land use regulations to increase the development of new affordable housing. Preserve existing affordable housing and address issues of substandard housing.
  - Assure policies and development address need for family-sized units, regional distribution, housing quality, and preservation of existing affordable housing
    - Tailor strategies at the regional level to emphasize preservation of affordable housing stock where it now exists and creation of new affordable housing stock where it is scarce.
  - Increase private sector involvement in creating more affordable housing.
- 1.2.B **Increase access for people at risk of homelessness to existing affordable housing.**
- Increase resources for immigrants and refugees to mitigate the effects of restricted fund sources.
  - Ensure provision/coordination of services for those that need additional housing stabilization services.
  - Promote access to rental housing for those receiving housing vouchers. Strategies may include ordinances which bar landlords from discriminating against potential tenants who receive rental subsidies (“source of income discrimination ordinances”).
  - Address policies for locally-funded rental assistance programs to ensure Housing Quality Standards do not create disincentives for Landlord participation.
  - Advocate for flexible policies (that don’t account against eligibility) to allow community and family supports in affordable and subsidized housing.



### **2015-2016 action steps**

- Establish and implement federal, state and local advocacy agenda to expand affordable housing (Leads: WLIHA, HDC; 2015-2016)
- Pass the Seattle Housing Levy (Lead: Seattle, HDC; 2016)
- Work with cities to encourage adoption and implementation of comprehensive plan Housing Element policies that support incentivizing new and preserving current affordable housing, including but not limited to: multi-family tax exemption, impact fee exemption, inclusionary housing programs. (Lead: HDC; 2015-2016, ongoing)

## strategy 1.3: expand evidence-based pre-adjudication and post-conviction sentencing alternatives that improve public safety while reducing homelessness

- 1.3.A Support the enhancement and expansion of pre-adjudication programs and sentencing alternatives that help individuals avoid a criminal history while reducing recidivism. Pre-adjudication programs, such as diversion courts and LEAD (Law Enforcement Assisted Diversion), and post-conviction sentencing alternatives can avoid incarceration, reduce recidivism, and reduce future homelessness by avoiding criminal convictions.

**Note: Further discussion is underway on Strategy 1.3 per the cover memo at the front of this document.**



### ***2015-2016 action steps***

- Support efforts to secure sustainable funding for pre-adjudication programs and sentencing alternatives programs that help individuals avoid a criminal history while reducing recidivism. (Leads: King County, City of Seattle and local governments; 2015-16)
- Collaborate with Therapeutic Courts, Mainstream Courts, Familiar Faces, LEAD, and others partners, including partnerships identified and created under Strategy 2.2 to better integrate referrals and services among people experiencing homelessness. (Leads: King County, City of Seattle and local governments; 2015-16)

## goal 2: make homelessness brief and one-time



To **make homelessness brief and one-time**, we must align funding and programs to support the strengths and address the needs of people experiencing homelessness. Shortening the length of time families and individuals are homeless reduces trauma and also creates capacity in our crisis response system for others in need. Ensuring that those we support to move to permanent housing do not become homeless again and return to our crisis response system also increases capacity.

**People will experience crises**, and we must have resources for them at these vulnerable times. This includes providing shelter, options for safe camping and parking, and coordination between law enforcement officers or other first responders and service providers. Homelessness presents public safety and public health challenges both for those individuals experiencing homelessness and the broader community.

**Local governments are responsible** for ensuring public amenities remain safe and accessible to all. Addressing behaviors associated with experiencing homelessness solely with a law enforcement response is resource-intensive and may leave underlying causes of homelessness, such as behavioral health crises or lack of shelter, unaddressed. Approaches that foster collaboration between service providers and first responders, such as law enforcement, can do more to reduce homelessness.<sup>18</sup>

A **well-functioning 'system' of providing housing and services** to people experiencing homelessness is essential to making homelessness a brief and one-time occurrence. People who are homeless need homes and jobs. We need to better match people with the resources we have in our community, which includes at least \$160 million annually for programs for people experiencing homelessness (see pages 15- 17 for more detail on financial resources). We need to ensure we are delivering what people experiencing homelessness need in a cost-effective way. This enables our system to serve more people, while also ensuring people have companionship as they regain housing stability. The National Alliance to End Homelessness ([NAEH](#)) System Wide Analytics and Projections (SWAP) suite of tools, will provide information using our local data to assist in realigning our funding and programming and to identify resource gaps, by program type and population.

**Making large-scale changes to our system** will require the entire funder and provider community to embrace an approach that focuses on safety, matching, immediate placement into permanent housing, and supporting stability through services and employment. Accurate information from people experiencing homelessness about their needs and satisfaction, regular analysis and continuous learning, capacity building, and a commitment to addressing regional and racial disparities are needed.



### how we'll know it worked

- ➔ People experiencing fewer days homeless
- ➔ Fewer people lose housing stability
- ➔ Increased income
- ➔ Reduce racial disparities among people experiencing homelessness

<sup>18</sup> U.S. Interagency Council on Homelessness, Searching Out Solutions: [http://usich.gov/resources/uploads/asset\\_library/RPT\\_SoS\\_March2012.pdf](http://usich.gov/resources/uploads/asset_library/RPT_SoS_March2012.pdf)  
 CEH Strategic Plan May 13, 2015 Item 6: Committee to End Homelessness - Draft Strategic Plan 2015-2018 SCA Draft - 5/8/15

## strategy 2.1: address crisis as quickly as possible

- 2.1.A **Ensure sufficient shelter capacity**, including the preservation of existing shelter and increasing capacity to meet specific needs by population and region; including non-traditional shelter models that provide pathways to housing and interventions for long-term shelter stayers. Utilize National Alliance to End Homelessness tool to set system targets, which uses local data to make projections for system-level outcome improvements.
- 2.1.B **Increase support and community education for crisis response needs**, including interim survival mechanisms such as encampments, safe parking programs, and daytime/hygiene services that bring people out of the elements and create pathways to housing.
- 2.1.C Expand capacity to **divert people from shelter**, providing housing focused services prior to housing placement, including community-based strategies that provide (safe and appropriate) alternative options to shelter, creating a **“what will it take”** approach to get people on a **pathway into housing**.



### **2015-2016 action steps**

- Expand shelter, interim survival mechanisms, and shelter diversion (Leads: City of Seattle, King County, Building Changes, United Way, SKCCH, providers and sub-regional collaborations; 2015-2016)
- Implement McKinney bonus fund project for long-term shelter stayers (Leads: CEH, City of Seattle; 2015-2016)

## strategy 2.2: foster collaboration between first responders, neighborhood associations and service providers to improve public safety and increase housing stability for those experiencing homelessness

- 2.2.A **Solicit information** from local governments, including human services staff, law enforcement, and other first responders **about existing partnerships with service providers and innovative approaches to ensuring public safety**. Develop new, and boost existing, partnerships between behavioral health and social service providers, neighborhood associations, and local governments, including law enforcement and other first responders. Engage partners in proactive strategies that link individuals who are homeless with positive alternatives, such as housing and services with the goal of reducing criminal justice system involvement. Ensure adequate resources are available for proactive and consistent outreach efforts.
- 2.2.B **Partner with Neighborhood Associations to develop a toolkit for neighbors to address issues and needs in their neighborhoods.**

**Note: Further discussion is underway on Strategy 2.2 per the cover memo at the front of this document.**



### **2015-2016 action steps**

- Host a convening and disseminate case studies on best practices for collaboration between first responders and service providers to improve public safety and reduce homelessness (Leads: SCA, CEH; Quarter 4 2015)

### strategy 2.3: assess, divert, prioritize, and match with housing and supports

- 2.3.A Ensure there is a **coordinated assessment system that is equipped to assist in appropriately identifying and prioritizing candidates for the right housing** and services intervention by using a progressive engagement approach and diverting people from shelter where possible.
- 2.3.B Integrate into the coordinated assessment process a standardized employment readiness assessment that leads to **appropriate linkages with employment services**.
- 2.3.C Ensure admission criteria for homeless housing projects reflects **Housing First practices** (reducing criteria based on income, disability, treatment compliance, criminal histories, etc.) while ensuring agencies have the capacity to provide appropriate services for the target population.
- 2.3.D Improve access to civil legal aid to assist populations facing disproportionate levels of homelessness in King County in accessing state and federal benefit programs. Explore 'no cost' strategies that provide better integration of existing structures for improved coordination and elimination of silos that create structural barriers. Identify civil legal organizations in King County that can partner with homeless housing providers to deliver civil legal aid to people facing civil legal barriers to obtaining or maintaining access to housing.



#### 2015-2016 action steps

- Implement all-population coordinated entry system using progressive engagement approach (Lead: Multiple partners; ongoing improvements in 2015, full implementation by Quarter 2 2016)

### strategy 2.4: right-size housing and supports to meet needs of people experiencing homelessness

- 2.4.A Commit to **right-sizing our homeless housing stock and services** based on typology and needs throughout the system so we can house more people; utilize National Alliance to End Homelessness tool to assist in setting system targets.
- 2.4.B **Increase rapid re-housing** opportunities to enable people to locate housing and exit homelessness quickly.
- 2.4.C **Increase Permanent Supportive Housing** for those who are chronically homeless:
  - Sustain and increase availability throughout King County through new housing development and rental assistance models.
  - Optimize utilization (examples: prioritizing admission for those with the highest needs; supporting strategies that enable residents to move to more or less service-intensive housing based on identified need).
  - Identify appropriate and sufficient services funding to ensure housing stability in PSH (e.g. mainstream sources such as Medicaid).
  - Plan with Seattle Housing Levy to increase PSH.
- 2.4.D **Convert transitional housing** stock to support the rapid placement to permanent housing. Some limited transitional housing programs will remain to serve specialized populations that would benefit from the model.
- 2.4.E Increase the capacity of providers to implement **tailored services**; utilizing **progressive engagement** and **Housing First** practices that are flexible and responsive to the needs and priorities of individuals. Ensure support for culture shift for providers.
- 2.4.F Ensure **culturally appropriate, tailored, and responsive services** / relevant pathways out of homelessness. Ensure that the right amount of the appropriate services is available to maintain housing in a culturally appropriate way.
- 2.4.G Ensure homeless housing stock and services are geographically located to allow, whenever possible, for the need of individuals and families to be met in their own communities.



### **2015-2016 action steps**

- ➔ Continue right-sizing underway, including family transition housing conversion and young adult typology analysis. Utilize NAEH modeling tool to assist in determining right-size of each housing model and resource gaps, including racial and geographic, to include in population implementation plans and establish future state targets (Lead: Funders Group; analysis by Quarter 4 2015)

### strategy 2.5: increase access to permanent housing

- 2.5.A **Increase access to private market housing opportunities by expanding coordinated, countywide**, landlord outreach / engagement strategies to recruit private market rental partners. Expand One Home Landlord Engagement campaign with additional incentives and marketing. Incentivize the reduction of screening criteria that screens out prospective tenants with evictions, poor credit, criminal histories.
- 2.5.B **Increase access to housing opportunities by expanding permanent housing options** that may be less expensive, such as shared housing, host homes, boarding houses, and SROs.
- 2.5.C **Increase availability of subsidized low income housing** that is set-aside for people experiencing homelessness.
- 2.5.D **Increase access to subsidized low income housing** that is not set-aside for people experiencing homelessness; examples include decreasing tenant screening barriers and implementing homeless preference in low income federally subsidized housing.



### **2015-2016 action steps**

- ➔ Expand One Home Landlord Engagement campaign with additional incentives and marketing (Leads: CEH, Zillow, United Way; Quarter 4 2015, ongoing)

### strategy 2.6: create employment and education opportunities to support stability

- 2.6.A **Recruit more businesses to train and hire people who have experienced homelessness** to increase capacity to assist people in accessing employment and increasing income.
- 2.6.B **Increase access to employment programs through employment navigation services**, which support people experiencing homelessness (including youth) to increase and sustain income through employment.
- 2.6.C **Integrate financial empowerment strategies into housing services** to improve financial stability (e.g. money-management advice and coaching).
- 2.6.D **Increase access to appropriate services to gain and sustain employment**, such as childcare / child care financial assistance.
- 2.6.E **Formalize cross-system agreements to improve access to employment and outcomes of people experiencing homelessness** by developing State and local level memorandum of agreement, and include agreements regarding leadership, staff training, goals and outcomes.
- 2.6.F **Improve data collection on \*the employment needs and outcomes of people experiencing homelessness.**



### **2015-2016 action steps**

- ➔ Integrate employment and education program access into coordinated entry (Leads: CEH, Workforce Development Council, King County, City of Seattle, United Way, Building Changes, provider partners; 2015-2016)

## goal 3: a community to end homelessness



**It will take the entire Community to End Homelessness.** All partners must be aligned if we are to meet the goals of this plan, and a new level of engagement and accountability among all sectors is needed.

**Awareness and engagement of residents** of King County will support our goals of making homelessness rare, brief, and one-time in King County. Efforts like the [Rethink Homelessness](#), [Invisible People](#), and locally, [Facing Homelessness](#), [Firesteel](#), and Seattle University's [Project on Family Homelessness](#) are effective at changing perception and sparking action by individuals. Connecting housed residents with those experiencing homelessness, through crowdfunding and companionship, is a promising approach to activating our community to advocate for systemic change while making a difference in real person's lives immediately. Building community among the partners working to end homelessness, and celebration is key to weaving together this community of committed champions.

Communities, such as [Los Angeles](#), that have strong **business community partnership** in efforts to end homelessness are providing leadership opportunities for businesses. Instead of asking business leaders to attend meetings and provide input, we need to maximize their contributions by providing concrete opportunities to support the goals of this plan, including job creation, housing access, and state and local policy changes.

For decades, a strong component of our community efforts to end homelessness has been the **strong commitment of congregations** countywide. Multiple organizations have organized and supported congregations. Many congregations have provided land and buildings, led local and state advocacy, increased community awareness, and provided jobs and housing. These efforts need ongoing support to expand and allow for more congregations to contribute.

We have learned that effective collaboration is an ongoing process that never truly ends. Accomplishing community-level outcomes, such as ending homelessness, requires a **strong infrastructure and shared accountability**. [Our current charter and governance structure](#) is overly complicated, and decision-making has become diffuse among too many committees. Community-based governance equipped with decision-making authority will provide oversight and leadership for the implementation the plan. **Our new governance structure** will consolidate the existing Governing Board and Interagency Councils. It will include a single "Coordinating Board" and a smaller Executive Committee. Membership will be representative of our county and people who are experiencing homelessness (*see Appendix A for more information on the governance structure*). Formal agreements must be reached among partners to ensure accountability and results. Additionally, to successfully implement this plan, infrastructure, including staffing, capacity building for providers, database management, evaluation, and advocacy, are necessities.



### how we'll know it worked

- ➔ Increased engagement of residents
- ➔ Increased leadership of business and faith leaders
- ➔ Effective and efficient governance and system infrastructure

### strategy 3.1: engage residents, housed and homeless, to take community action

- 3.1.A **Launch an ongoing community-wide public awareness and engagement campaign** to provide opportunities for action and compassion among all residents, housed and homeless. Create opportunities for action through advocacy, volunteerism, donations, and more. Develop multiple forms of media and hold regular community forums. Connect housed residents with those experiencing homelessness, through crowdfunding and companionship. Find ways to link individual stories that agencies are producing already, and take advantage of affordable housing forums, neighborhood organizations, candidates forums, and other existing venues.
- 3.1.B **Create a business leaders task force** to establish goals and strategies for the business community to support the strategic plan. Areas of focus for the task force could include fundraising, advocacy, job creation, and housing access.
- 3.1.C **Increase visibility and expand efforts of successful initiatives that engage faith** institutions and individual congregants. Particular focus around advocacy, recruitment of landlords, and hosting of day centers, meals, shelter, and encampments.



#### 2015-2016 action steps

- ➔ Launch an ongoing community-wide public awareness and engagement campaign provide opportunities for action and compassion among all residents, housed and homeless. (Leads: CEH with communications partners; Quarter 4 2015)
- ➔ Create a business leaders task force to establish goals and strategies for the business community. (Lead: UWKC; Quarter 4 2015)
- ➔ Increase visibility and expand efforts of successful initiatives that engage faith institutions and individual congregants; consider convenings where faith leaders can work with CEH on how they might more cooperatively and effectively undertake various initiatives on homelessness and housing. (Lead: Seattle University; Quarter 4 2015)

### strategy 3.2: provide effective and accountable community leadership

- 3.2.A **Establish a single “Coordinating Board”**, consolidating the existing Governing Board and Interagency Council. The “Coordinating Board” will be led by an Executive Committee, of which all members will sit on the “Coordinating Board”. The role of this body will be:
- Providing oversight and leadership for the implementation the plan
  - Organizing to provide for a system of housing and services to address the needs of people experiencing homelessness in King County
  - Ensuring accountability for results
- 3.2.B **Engage local governments, philanthropy organizations, and community partners** in the development and voluntary adoption of a Memorandum of Agreement to assist in implementing of this plan including voluntary alignment of funding and commitment for community-level outcomes. The MOA shall define roles, establish system infrastructure and staffing responsibilities, and clarify commitments towards achieving the goals of this plan.
- 3.2.C **Build community among partners by recognizing successes** through social media, blogs, reports, regular convenings, and an annual CEH meeting.



#### 2015-2016 action steps

**Note: Further discussion is underway on Strategy 3.2 per the cover memo at the front of this document.**

- ➔ Establish new governance structure, charter, and MOA among funding partners (Lead: CEH Coordinating Board/Executive Committee; Quarters 3/4 2015)

## Appendix A: Governance Structure

Adoption of this plan enacts a process to establish a new governance structure for the Committee to End Homelessness. The Governing Board and Interagency Council will be combined into a single “Coordinating Board”. A memorandum of understanding among funding partners will also be established to align funding and commitment to achieving community-level outcomes. The memorandum will define roles of authority, establish system infrastructure staffing responsibilities, and provide clarity of commitment among partners to achieving the goals of the plan.

**Note: Further discussion is underway on the governance structure per the cover memo at the front of this document.**

### Goals for New Governance

Throughout this planning process we heard from stakeholders that decision-making was overly complicated and diffused. Based on this feedback, our new governance structure should:

- Reflect the diversity of people experiencing homelessness.
- Reflect a cross-sector and regional approach.
- Clarify roles and responsibilities.
- Ensure efficient, effective decision-making ability.
- Improve transparency and inclusiveness.
- Communicate decisions clearly and widely.
- Promote shared responsibility and accountability for: a) making policy recommendations to local government and funders; b) reviewing and developing strategies to align and maximize the effectiveness of resources; and c) overseeing coordination of local efforts with state and federal efforts.
- Connect CEH decision makers with public sector staff to generate ideas for regional and cross-departmental collaboration to ensure CEH strategies are evaluated from a variety of perspectives, including human services, planning, and public safety, among others.
- Achieve equity for communities of color disproportionately affected by homelessness.
- Fulfill federal regulations requiring community oversight of federal resources dedicated to preventing and ending homelessness.

### What We’ve Planned

Based on what we heard from you, adoption of this plan will enact the following process:

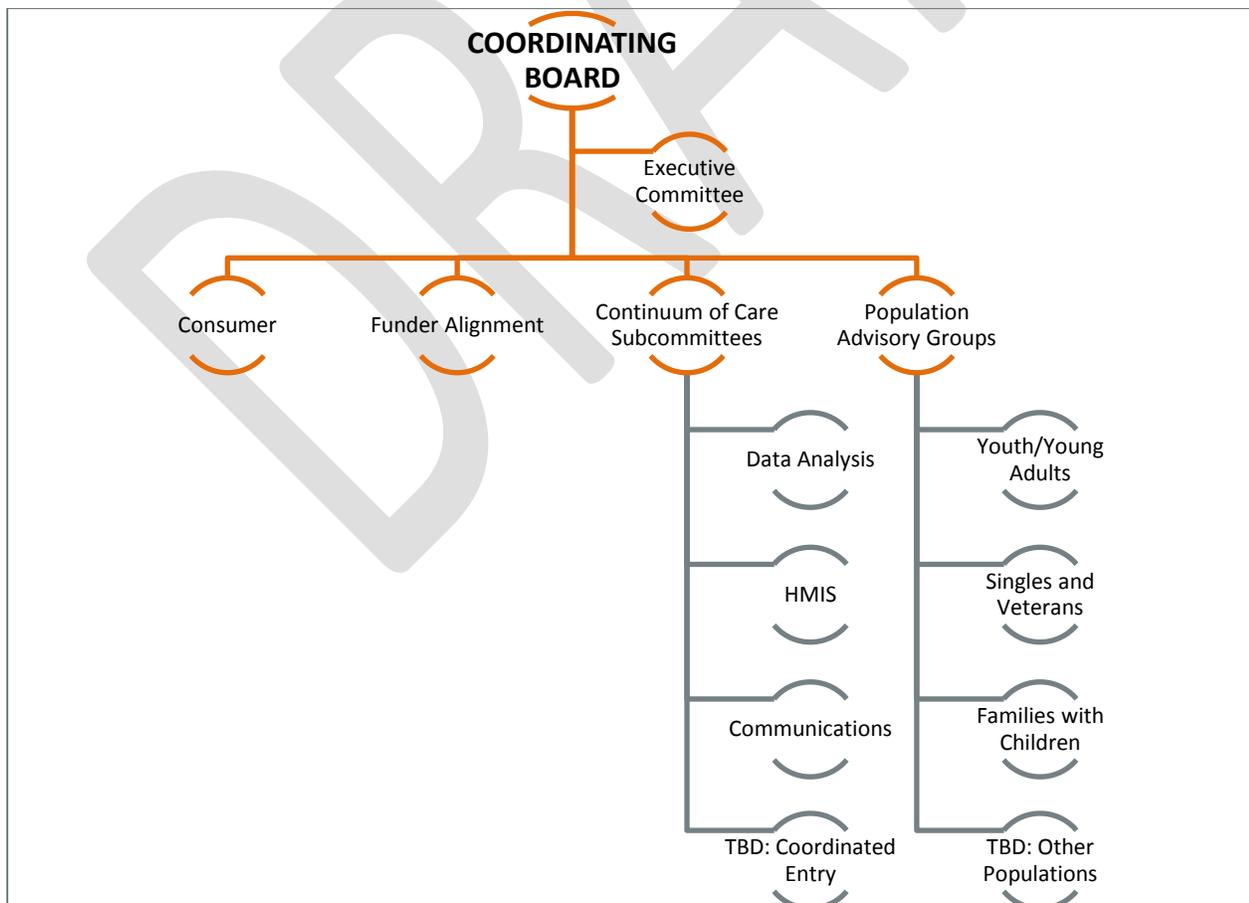
- The existing CEH Executive Committee (see beginning of plan for member names) will serve as the transition committee between our existing governance structure and our new one. Per the existing [charter](#), they “nominate new and replacement members to the IAC, and recommending Governing Board members to the Governing Board nominating committee as necessary.”
- Applications for membership to the new “Coordinating Board” will be open to the public. A membership application will be developed and approved by the existing CEH Executive Committee. Applications will be available at the June 30, 2015 annual CEH meeting.
- The existing CEH Executive Committee will review applications, and determine membership, of the “Coordinating Board”, by August 2015.
  - Membership will reflect diversity of people experiencing homelessness and regional differences.
  - Committee membership will be capped at 25 persons. Targeted membership (some may have overlapping qualifications):
    - Local government elected officials or designees: Seattle (2), King County (2), Sound Cities (2), and Bellevue (1)
    - Individuals currently or formerly experiencing homelessness (4)
    - Nonprofit Homeless Providers (4)

- Systems leaders – including public housing authorities, health, behavioral health, education, workforce, criminal justice, and/or child welfare (4)
- State and federal advocacy organizations/coalitions (2)
- Faith community (3)
- Philanthropy (2)
- Meetings will occur 4-6 times per year.
- ➔ A new “Coordinating Board” Executive Committee will be established, with all members also a part of the “Coordinating Board”. “Coordinating Board” Executive Committee will be capped at ten members and will meet monthly.
- ➔ A new “Coordinating Board” will be formed by September 2015, and at its first meeting will vote on a charter.

The “Coordinating Board” will:

- Annually assess needs for housing and homeless services and recommend prioritization of gaps in services to be filled with existing resources and/or resource development.
- Annually review homeless system budgets and recommend funding scenarios.
- Directly make policy and funding decisions related to HUD Continuum of Care (CoC) funds and inform policy and funding decisions related to HUD Emergency Solutions Grant (ESG) funds.
- Oversee plan, adopt population implementation plans, and develop and approve annual updates.
- Review and inform portions of the local HUD Consolidated Plans and associated Annual Action Plans that specifically relate to the use of CoC and ESG funds.
- Approve annual CoC application, including its goals, priorities, and project ranking.

Below is a visual of the new committee structure.



## **CEH Calendar of Meetings**

CEH's subcommittees and advisory groups will be reorganized. A consistent meeting structure and calendar will enable decision-making and timing to be more predictable for those interested in participating or attending. Meeting locations will rotate throughout the county to the extent feasible to accommodate the size of the group and transit needs. Subcommittees and Advisory Groups may meet at same location (e.g., Mercer View) on the same day of the month ("CEH Day"). The following meeting schedule will be followed:

- Semi - Annual meetings: joint meeting of all committees; June and November
- Coordinating Board: five times per year; last month of quarter, and semi-annual meetings
- Executive Committee: monthly; location rotates, each member hosts
- Consumer: approximately eight times per year, including focus groups and community forums; evenings
- Continuum of Care Subcommittees: approximately eight times per year plus semi-annual meetings
- Population Advisory Groups: approximately eight times per year, including semi-annual meetings
- Funder Alignment Group : approximately six times per year, including semi-annual meetings

2015	2016
<b>July</b>	<b>January</b>
<ul style="list-style-type: none"> <li>• No meetings</li> </ul>	<ul style="list-style-type: none"> <li>• All Subcommittees and Advisory Groups meet</li> <li>• Executive Committee</li> <li>• Funder Alignment Group</li> <li>• Consumer (evenings)</li> </ul>
<b>August</b>	<b>February</b>
<ul style="list-style-type: none"> <li>• All Subcommittees and Advisory Groups meet</li> <li>• Executive Committee</li> <li>• Funder Alignment Group</li> <li>• Consumer (evenings)</li> </ul>	<ul style="list-style-type: none"> <li>• All Subcommittees and Advisory Groups meet</li> <li>• Executive Committee</li> <li>• Funder Alignment Group</li> <li>• Consumer (evenings)</li> </ul>
<b>September</b>	<b>March</b>
<ul style="list-style-type: none"> <li>• All Subcommittees and Advisory Groups meet</li> <li>• Consumer (evenings)</li> <li>• Executive Committee (include Legislator visits)</li> <li>• Coordinating Board</li> </ul>	<ul style="list-style-type: none"> <li>• All Subcommittees and Advisory Groups meet</li> <li>• Consumer (evenings)</li> <li>• Executive Committee</li> <li>• Coordinating Board</li> </ul>
<b>October</b>	<b>April</b>
<ul style="list-style-type: none"> <li>• All Subcommittees and Advisory Groups meet</li> <li>• Consumer (evenings)</li> <li>• Executive Committee</li> <li>• Funder Alignment Group</li> </ul>	<ul style="list-style-type: none"> <li>• All Subcommittees and Advisory Groups meet</li> <li>• Consumer (evenings)</li> <li>• Executive Committee</li> <li>• Funder Alignment Group</li> </ul>
<b>November</b>	<b>May</b>
<ul style="list-style-type: none"> <li>• <b>Semi-Annual Meeting</b> <ul style="list-style-type: none"> <li>○ Includes Coordinating Board, Executive Committee, Funder Alignment Group, Consumer, CoC Subcommittees and Advisory Group meetings</li> <li>○ Develop annual work plans</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• All Subcommittees and Advisory Groups meet</li> <li>• Consumer (evenings)</li> <li>• Executive Committee</li> <li>• Funder Alignment Group</li> </ul>
<b>December</b>	<b>June</b>
<ul style="list-style-type: none"> <li>• Executive Committee and Legislative Event</li> <li>• Coordinating Board</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Semi-Annual Meeting</b> <ul style="list-style-type: none"> <li>○ Includes Coordinating Board, Executive Committee, Funder Alignment Group, Consumer, CoC Subcommittees and Advisory Group meetings</li> <li>○ Invite community, hold sessions to engage and activate</li> </ul> </li> </ul>



May 13, 2015  
SCA PIC Meeting

**Item 7:**

Best Starts for Kids Levy

***DISCUSSION ITEM***

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**SCA Staff Contact:**

Deanna Dawson, Executive Director, office 206-433-7170, [deanna@soundcities.org](mailto:deanna@soundcities.org)

**SCA Executive Board Members:**

Mayor Matt Larson, Snoqualmie, President; Mayor Nancy Backus, Auburn, Vice President; Councilmember Don Gerend, Sammamish, Treasurer; Mayor Dave Hill, Algona, Member at Large; Mayor John Marchione, Redmond, Past President

**Discussion Item:**

SCA Board leadership asked staff to bring this item to the Public Issues Committee (PIC) in order to give PIC members details on the proposed “Best Starts for Kids” levy, and to determine what questions members may have about the levy. Following the discussion, the PIC will be asked whether they would like to have the item brought back at the June and July meetings to consider taking a position urging the County Council to place the levy on the November ballot and what, if any, changes to the proposal SCA members would like the County Council to adopt prior to placing the levy on the ballot.

**Background**

On April 28, 2015, King County Executive Dow Constantine released details of a proposed “Best Starts for Kids” levy. On April 29, 2015, the Executive transmitted an ordinance to the County Council to place the levy on the November 2015 ballot. The transmittal letter and ordinance are attached, as are an “infographic” and a one page summary of the proposed ordinance, [Attachment C](#). More detail on the levy can be found [here](#).

**Levy amount:**

As proposed by the Executive, this would be a six-year levy lid-lift at a rate of 14 cents per \$1,000 of assessed valuation, which would raise approximately \$392.3 over the life of the levy (an estimated \$58 million in the first year, and an average of \$65.4 million through 2021). The cost to the average King County homeowner would be approximately \$56 per year.

**What the levy will fund:**

The ordinance transmitted by the Executive, [Attachment A](#) and [Attachment B](#), proposes that levy proceeds be allocated as follows:

- Fifty percent of the revenue generated by the levy would be invested in strategies that focus on children under the age of five, and on pregnant women. This would include funding for Public Health Centers (see below for more detail);
- Thirty-five percent of the levy would be invested in strategies focused on youth ages five through twenty-four;
- Nine percent of the levy would be invested in expanding the Communities of Opportunity partnership between King County and the Seattle Foundation;
- Six percent of the levy would be devoted to “evaluation, data collection and improving the delivery of services and programs for children, youth and their communities.”

Some of the specific strategies that the County has described as “proven and promising” and called out for investment include:

- Mental health screening for all youth in King County;
- Home visitation for new mothers and families to ensure that babies are healthy;
- Universal access to developmental screening;
- “Flexible funding” to prevent homelessness for youth and families;
- Programs to increase community health, including increasing access to affordable, healthy foods, and making communities more walkable and better connected.

See also [Attachment E](#), “Best Starts for Kids Strategies.” A fact sheet highlighting key provisions of the proposed ordinance is included as [Attachment D](#).

**Impact on Public Health:**

11% of the levy (\$43 million) would be devoted to sustaining Public Health services serving women and children. These include maternity support, family planning services, Special Supplemental Nutrition Program for Women, Infants and Children (WIC), and the Nurse Family Partnership. This funding would be sufficient to sustain current operations of these programs through 2021. It should be noted that the Best Starts for Kids funding would not entirely close the projected public health funding gap. Passage of the levy would, however, keep the public health services in Auburn, Federal Way, Northshore, and Greenbridge open through 2021. For more details, see pages 14-18 of [Attachment F](#).

**What the levy will NOT fund:**

Some human services providers have been hoping that the County would run a general human services levy to provide additional funding for a host of human services priorities. The County has instead made a conscious effort to avoid a “peanut butter” approach of spreading dollars thinly across a wide array of services, choosing instead to more narrowly focus on investing in prevention, and on youth.

The exact programs that will be funded through the levy are not known at this time. Rather, the majority of funding will be “competitively bid in outcomes-focused contracts to community-based organizations ... the county will refine outcomes and indicators through development of a detailed implementation plan with input and consultation from the community.” SCA members may want to see more details on this proposal. They also may want to ensure that cities have a seat at the table in developing the implementation plan.

There has been some confusion over whether this levy would overlap with the City of Seattle’s recent preschool levy. To be clear, Best Starts for Kids is not a preschool levy. However, the County has indicated that the levy could “complement” existing Pre-K programs by having more children coming to school “strong, healthy, and ready to learn.”

Some, including the City of Kirkland, had hoped that the levy might include funding for affordable housing. In response to questions raised by the City of Kirkland, the County has noted that while the proposal from the Executive does not contain capital dollars for affordable housing, there is a proposal within the levy to use a portion of initial levy collections (\$16 million) to create a family and youth homelessness prevention initiative modeled on the Housing First pilot project funded by the Bill and Melinda Gates Foundation. The Executive’s office has also pointed out that while this levy does not include capital dollars for affordable housing, the County will soon have a new resource for affordable workforce housing in coordination with transit investments thanks to the passage of HB 1223 (supported by SCA), which will allow King County to bond against future King County lodging tax revenues to acquire land and build workforce housing and will allow an estimated \$45 million in new housing funds to be released over the next six years.

**The rationale for the levy:**

Emerging neuroscience (including studies conducted by Dr. Pat Kuhl from the University of Washington Institute for Learning and Brain Sciences (I-LABS)) demonstrate that the first five years are critical for brain development. And brain development (including parts of the brain impulse control and self-regulation) continues through adolescence. The idea behind the Best Starts for Kids Levy is to strengthen children’s early development, invest in programs to support key developmental milestones, and help create healthy communities that will support youth and families.

The goal is that by investing in prevention and early intervention, we can avoid more costly future problems including substance abuse, mental illness, chronic disease, and incarceration. The County currently spends approximately 75% of its General Fund budget on criminal justice, and many cities devote a similar percentage of their general fund budgets to public safety. The goal is to invest early in children in order to avoid having to spend these dollars in the criminal justice system down the road.

Additionally, the levy is geared toward reducing disparities based on income, race, and zip code. This in turn may make our region more economically competitive. The percentage of children under the age of five who are living in poverty varies widely across the County: it is under five percent in some parts of the County, and as high as twenty-six percent in other portions of the County. Similarly, rates of post-secondary attainment in some Eastside communities are more than double those found in several South King County cities. See [Attachment G](#), slide 21. According to Alan Berube of the Brookings Institution, “Raising those rates is going to be critical to maintaining the special ecosystem of diverse advanced industries that make the county and the region competitive and prosperous on the global stage.” (See also the work of Dr. James Heckman, Nobel Laureate in economics, on investing in children before age five to yield an economic return on investment. <http://heckmanequation.org/>.)

More specific examples of indicators and goals that may be achieved by the levy can be found on pages 2-3 of [Attachment F](#).

### **Oversight:**

The Youth Action Plan report contained a recommendation that “an advisory body be created that can assist the Executive and Council as they consider outcomes, policies, and investments for children and families and youth and young adults.” The ordinance transmitted by the Executive recommends that this body be established, and that this body be the advisory committee for Best Starts for Kids. The Executive also recommends that the existing governance group for Communities of Opportunity act as the advisory board for the portion of the levy focused on Communities of Opportunity. Note that SCA has a seat on the Communities of Opportunity governance group. The PIC may wish to recommend that the Council specifically include a seat on any new advisory group for SCA. In addition to these advisory boards, the King County Department of Community and Human Services would be accountable for financial oversight and reporting.

### **Next steps**

Following discussion, the PIC will be asked whether to direct staff to bring this item back in June and July in order to consider adoption of a position urging the County Council to place the Best Starts for Kids levy on the ballot. The County Council would need to act no later than July 20, 2015 to put the measure on for a November 2015 election. The PIC may also wish to consider whether to ask the Council to make any amendments to the ordinance transmitted by the Executive.

### **Attachments**

- A. [Best Starts for Kids Transmittal Letter](#)
- B. [Best Starts for Kids Ordinance](#)
- C. [Best Starts for Kids “Infographic”](#)

- D. [Best Starts for Kids one-page summary](#)
- E. [Proposed Best Starts for Kids Strategies](#)
- F. [Best Starts for Kids Report to King County Council](#)
- G. [April 20, 2015 Brookings Institution PowerPoint on Global Competitiveness](#)

April 29, 2015

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

Dear Councilmember Phillips:

Thank you for convening a special meeting of the King County Council in Federal Way for the delivery of my 2015 State of the County address. We are fortunate to serve a region where the state of our County is strong: Overall, our health indicators are high, our 4.8 percent unemployment rate is among the lowest in the nation, and talented people from around the country and the world continue to seek out our County as a place where their families are welcome and can enjoy a high quality of life.

And yet, these overall positive trends mask some widening and troubling disparities in our County by race and place. Health outcomes vary widely by race and across communities in King County, as does income. For the first time in recent history, our middle class is shrinking. Of the over 80,000 households added in King County since 2000, nearly all of the increase has been split between the top and the bottom of the income spectrum; less than four percent of the increase in households has occurred in income brackets between \$35,000 and \$125,000. And while our region attracts global talent for the high-paying job opportunities available here – we rank 5<sup>th</sup> among the top 100 U.S. metro regions in the percentage of jobs openings requiring a post-secondary degree – with over 20 percent of our children not graduating from high school these opportunities remain out of reach for many of our own residents, particularly for communities of color.

These disparities are not sustainable for a region that has justly set its sights on lasting, strong and shared prosperity. King County must be a place where all children and youth have the opportunity to achieve their full potential, and where the income of the household in which a child is raised is no longer a top predictor of that child's success in life.

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This vision is enshrined in our adopted King County Strategic Plan and is central to the work occurring under our Equity and Social Justice ordinance and our adopted Health & Human Services Transformation Plan. In addition, through your launch and guidance of the Youth Action Plan, the Council is describing a path for unlocking the full potential of our children. The Council's unanimous support for each of these measures is an indication of the broad community engagement and support for the vision and direction the county has established.

One year ago, in my 2014 State of the County address at White Center elementary school, I announced my intention to work with you and our community partners to define the regional investments for voters to consider in 2015 that would help make our collective vision for healthy people and communities a reality. In my annual budget address later last year, I provided a framework for that regional investment focused on prevention and early intervention throughout the arc of our children's lives. In the last seven months, we have utilized world-class science and research – much developed right here at the University of Washington – as well as input from a wide range of our community partners, practitioners and other experts to define a strategic set of investments in best and promising practices needed to ensure all of our children have the best start in life and succeed in their journey to adulthood.

As a result, today I am pleased to transmit to the Council an ordinance that would give our voters the opportunity to invest in our region's continued prosperity by placing on the ballot in November 2015 a property tax measure called Best Starts for Kids. The investments proposed under Best Starts for Kids are strategically focused on prevention and early intervention. Science and research show us that the most effective and least expensive way to address our most serious problems such as chronic disease, mental illness, substance abuse and incarceration is through investing intensively in children before age five; making strategic investments at critical points in a young person's development before age 24; and taking actions to ensure that all children and youth have opportunities to live in thriving home, school, and community environments. Best Starts for Kids will improve outcomes and allow our children to achieve their full potential by balancing the County's investment portfolio with more preventive approaches.

Key provisions of the proposed ordinance include:

- Levy Amount: A six-year levy lid lift at a rate of fourteen cents per \$1,000 assessed value in 2016, which would raise approximately \$392.3 million – \$58.3 million in 2016 and an average of \$65.4 million per year through 2021 – costing the average King County homeowner about \$56 per year.
- Investing Early: Fifty percent of the revenue would be invested in strategies focused on children under age five and pregnant women, including a modest investment to sustain and expand parent and child health services that are delivered through the County's Public Health Centers. The science and evidence shows us that the earlier we invest, the greater the return for both the child's development and our society.

The Honorable Larry Phillips

April 29, 2015

Page 3

- Sustaining the Gain: Thirty-five percent would be invested in strategies focused on children and youth aged five through twenty-four. The science and research tells us that the brain continues to develop during this time and that prevention strategies strategically addressed at key developmental stages or transition points in a young person's life help to sustain gains made earlier in life.
- Communities Matter: Nine percent would be invested in community-level strategies through expansion and sustainability of the partnership between King County and The Seattle Foundation on Communities of Opportunity (COO). COO is based on the latest research and evidence regarding the impact of place on a child's success and the importance of supporting communities in building their own capacity to create positive change.
- Outcomes-Focused & Data Driven: Six percent would support evaluation, data collection and improving the delivery of services and programs for children and youth. This will ensure Best Starts for Kids strategies are tailored for children from every background in King County and that we deliver on the results for every child in King County.
- Initial Collections: Initial levy collections would be used to create a family and youth homelessness prevention initiative modeled on a successful pilot implemented by organizations serving survivors of domestic violence, to fund additional scientific research to expand the reach of prevention strategies to all King County families, and to establish a reserve for the levy fund.
- Advisory Boards: The ordinance proposes that the County establish advisory boards for Best Starts for Kids. The Youth Action Plan Task Force has recommended that the County establish an advisory body that can assist the County as we consider outcomes, policies, and investments for children and families and youth and young adults. I recommend that the Council establish this advisory body as the advisory board for Best Starts for Kids, with the exception that the existing governance group for COO act as the advisory board for the portion of the levy focused on COO. The King County Department of Community and Human Services will be accountable for financial oversight and reporting responsibilities.
- Implementation: In order to reduce inequities in our County, Best Starts for Kids strategies are designed to be both universal and targeted, with the large majority of Best Starts for Kids levy funding competitively bid in outcomes-focused contracts to community-based organizations. This will help ensure that the strategies are implemented in a manner that is appropriate for all cultural and ethnic groups and that each child and her caregivers receive the tools and level of support they need. Should the Council place this measure on the ballot and the voters approve it, the County will refine outcomes and indicators through development of a detailed implementation plan with input and consultation from the community.

Along with the ordinance that would place Best Starts for Kids on the ballot, I am transmitting an executive summary of the measure, a detailed list of the strategies it would

The Honorable Larry Phillips

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fund, and a compilation of the science, research and evidence that informed the preventive focus of the package and that supports each of the strategies. The Best Starts for Kids strategies are the result of input and consultation from experts at the University of Washington Institute for Learning and Brain Sciences, as well as from multiple groups and coalitions, including the Best Starts for Kids Advisory Group, the Youth Action Plan Task Force, the Transformation Plan Advising Partners Group, the King County Alliance for Human Services, Youth Development Executive Directors of King County, and several early learning coalitions. I thank the many community members who provided advice and counsel on the proposed strategies for Best Starts for Kids. If you have any questions about the package, please contact me or Adrienne Quinn, Director, Department of Community and Human Services, at 206-263-1491.

All residents of King County have an interest in seeing children in our County succeed. Best Starts for Kids is a game-changing opportunity to distinguish our region as a place where all our children are able to fulfill their potential. King County voters deserve the chance to decide whether to invest in the optimal development of our children and youth, the prevention of crises before they begin and the elimination of disparities in outcomes for our youngest residents. I respectfully request your support for placing this proposed measure before the voters of King County this November.

Sincerely,

Dow Constantine  
King County Executive

Enclosures

cc: King County Councilmembers  
ATTN: Carolyn Busch, Chief of Staff  
Anne Noris, Clerk of the Council  
Carrie S. Cihak, Chief of Policy, King County Executive Office  
Dwight Dively, Director, Office of Performance, Strategy and Budget  
Adrienne Quinn, Director, Department of Community and Human Services  
Patty Hayes, Interim Director, Public Health—Seattle & King County

Drafter

Clerk 04/30/2015

title

AN ORDINANCE providing for the submission to the qualified electors of King County at a special election to be held in King County on November 3, 2015, a proposition authorizing a property tax levy in excess of the levy limitations contained in chapter 84.55 RCW for a consecutive six-year period at a first year rate of not more than 14 cents per one thousand dollars of assessed valuation, and limiting annual levy increases to three percent in the five succeeding years, all for the purpose of funding prevention and early intervention strategies to improve the health and well-being of children, youth and their communities.

body

STATEMENT OF FACTS:

1. Approximately twenty-five thousand children are born in King County every year. County residents under age eighteen comprise twenty-one percent of the county's population. Nearly half of people under age eighteen in King County are people of color.
2. Eighty-five percent of the human brain is developed by age three. According to early childhood development experts, basic skills necessary to be ready to learn in school and be successful as an adult, such as self-esteem, motivation, coordination, prioritization, management of incoming information, attention and distraction control, are developed by age five before children go to school.
3. A second significant time of brain development is adolescence. According to the National Institute of Mental Health, the parts of the brain responsible for controlling impulses and planning ahead, which are the hallmarks of successful adult behavior, mature during

adolescence. Adolescence is also the critical period when young people learn to form safe and healthy relationships, and when many patterns of health-promoting or potentially health-damaging behaviors are established.

4. Although King County as a whole is a thriving, prosperous region, there is evidence that some of our children and youth are in danger of being left behind. The percentage of children five and under living in poverty is as low as four and seven-tenths percent in some regions of the county and as high as twenty-six percent in other regions. Infant mortality is four times higher in some areas of King County than others. Approximately one-third of pregnant women do not receive the recommended levels of prenatal care. One in five adolescents is overweight or obese and only twenty-four percent of adolescents receive the recommended levels of physical activity. Twenty-six percent of adolescents report having depressive feelings and twenty-nine percent report using alcohol or other illicit drugs. Over six thousand King County students are homeless; in some school districts as many as one in ten are homeless.

5. All too often the children and youth who are being left behind and are not receiving services before a crisis occurs are children and youth of color. Young people of color make up at least fifty to sixty percent of youth and young adults experiencing homelessness despite only twenty-nine percent of King County's general population being people of color.

6. One of the areas where the disparities in those who do not receive appropriate services before a crisis occurs is the juvenile justice system. African -American youth make up approximately fifty percent of those in detention in King County, or five times their rate of representation in the general population. According to a report from the National Conference of State Legislatures as many as seventy percent of youth in the juvenile justice system nationally are affected with a mental disorder, and one in five suffer from a mental illness so severe as to impair their ability to

function as a young person and grow into a responsible adult. King County is committed to preventing crises before they occur and ending disproportionality in the juvenile justice system.

7. Investment in prevention and early intervention can prevent long-term harm of children as they grow up. According to the National Scientific Council on the Developing Child, extensive research on the biology of stress now shows that healthy development can be derailed by excessive or prolonged activation of stress response systems in the body and the brain, with damaging effects on learning, behavior and health across the lifespan.

8. Prevention and early intervention are also the most effective and least expensive ways to address serious future problems such as chronic disease, mental illness, substance abuse and incarceration. Science tells us that lifelong problems can be prevented: by investing heavily in children before age five; by making strategic investments at critical points in a young person's development before age twenty-four; and by taking actions to ensure that all children and youth have opportunities to live in safe, thriving, health-promoting home, school and community environments.

9. Studies have shown that the return on investment in early childhood development, ensuring that children have a strong start in life, is from three to seventeen dollars for every dollar invested. Similarly, the Institute of Medicine and National Research Council's -Preventing Mental, Emotional, and Behavioral Disorders Among Young People report 2009 notes that cost-benefit ratios for early treatment and prevention programs for addictions and mental illness programs range from 1:2 to 1:10. This means a one-dollar investment yields two to ten dollars savings in health costs, criminal and juvenile justice costs, educational costs and lost productivity.

10. Studies show that prevention has positive economic impacts for business. For example, a

healthier workforce can reduce the extent to which health insurance costs and employee absenteeism affects a company's competitive edge. In the United States, full-time employees with chronic disease miss an estimated four hundred fifty million additional work days per year, compared to healthy employees, contributing to a cost of one hundred fifty-three billion dollars in lost productivity every year.

11. Many of the county's current funding sources, as well as other public budgets, are dedicated to responding to crises and negative outcomes, particularly negative outcomes for adults, such as severe mental illness, homelessness, chronic illness and youth who have already dropped out of school or who have been involved in the juvenile justice system. While these are required or necessary expenditures, little funding is available to invest in prevention. For example, seventy-five percent of the county's general fund supports the law and justice system. The veterans and human services levy, because it is focused on services for people who are in crisis, funds services primarily for adults. Only sixteen percent of its total funding is available to support people under age twenty-four and only eleven percent of the total levy funds prevention-oriented services.

12. In 2014, the shortfall of funding for public health - Seattle & King County reached a critical point, threatening the loss of proven prevention and early intervention programs for moms and families such as the Nurse Family Partnership home visiting program and maternity support services.

13. The majority of funding for Best Starts for Kids is intended to go to community partners to provide the services in the community. As the levy is being implemented, the county's goal is to ensure that diverse communities and small organizations are able to access funds in order to provide culturally appropriate services in King County. The county intends to collaborate with these organizations and help evaluate innovative new programs or services so that promising

practices become proven practices.

14. Services for children and youth will improve as agencies and organizations working with children and youth have opportunities for training, building organizational and system capacity and sufficient resources to administer programs and services.

15. In 2010, the county enacted Ordinance 16857, establishing the King County Strategic Plan. The Strategic Plan includes as one of its goals Health and Human Potential: Provide opportunities for all communities and individuals to realize their full potential.

16. In 2010, the county enacted Ordinance 16948, transforming its work on equity and social justice from an initiative to an integrated effort that applies the King County Strategic Plan's principle of "fair and just" intentionally in all the county does in order to achieve equitable opportunities for all people and communities.

17. In 2012, the council adopted Motion 13768, establishing the Health & Human Services Transformation Plan. The Transformation Plan establishes as its vision that, by 2020, the people of King County will experience significant gains in health and well-being because our community worked collectively to make the shift from a costly, crisis-oriented response to health and social problems, to one that focuses on prevention, embraces recovery and eliminates disparities.

18. In 2014, the county enacted Ordinance 17738, establishing the youth action plan task force and providing policy direction regarding the development of a youth action plan. The youth action plan task force members helped shape this Best Starts for Kids Levy proposal.

19. In 2014, as part of the implementation of the King County Strategic Plan, equity and social justice ordinance, the health and human services transformation plan and development of the youth action plan, King County staff began examining how the county could balance its

investment portfolio towards more preventive approaches that lead to improved outcomes that allow individuals and communities to achieve their full potential. The resulting Best Starts for Kids Levy proposal is guided by and represents a further implementation of the county's adopted policy direction.

20. In addition to building on adopted county policy, in developing the Best Starts for Kids Levy proposal, King County staff consulted with experts at the University of Washington Institute for Learning & Brain Sciences; and with several groups and coalitions, including the Best Starts for Kids Advisory Group, the youth action plan task force, the Transformation Plan Advising Partners Group, the King County Alliance for Human Services, Youth Development Executive Directors Coalition and several early learning coalitions. County staff also reviewed and consulted with jurisdictions and organizations from around the United States and the world regarding best and promising practices.

BE IT ORDAINED BY THE COUNCIL OF KING COUNTY:

**SECTION 1. Definitions.** The definitions in this section apply throughout this ordinance unless the context clearly require otherwise.

A. "Communities of opportunity" means an initiative launched by The Seattle Foundation and King County to improve health, social, racial and economic outcomes by focusing on place, and to do so by partnering with communities to shape and own solutions.

B. "Communities of opportunity interim governance group" means the group and any successor group charged with overseeing strategic direction and operations for communities of opportunity. Current Interim Governance Group members include community partners, representatives from local government, The Seattle Foundation and King County.

C. "Levy" means the levy of regular property taxes for the specific purposes and term

provided in this ordinance and authorized by the electorate in accordance with state law.

D. "Levy proceeds" means the principal amount of funds raised by the levy and any interest earnings on the funds.

E. "Limit factor" for purposes of calculating the levy limitations in RCW 84.55.010 means one hundred three percent.

F. "Initiative" means program, service, activity or capital investment intended to achieve the goals of this ordinance.

G. "Youth" means a person through twenty-four years of age.

H. "Youth and family homeless prevention initiative" means an initiative intended to prevent and divert and youth and families from becoming homelessness. The funding will be flexible, client-centered; outcomes focused, and provide funding for community agencies to assist clients.

**SECTION 3. Levy submittal.** To provide necessary funds for the purposes identified in section 5 of this ordinance, the county council shall submit to the qualified electors of the county a proposition authorizing a regular property tax levy in excess of the levy limitation contained in chapter 84.55 RCW for six consecutive years, commencing in 2016, at a rate not to exceed fourteen cents per thousand dollars of assessed value and authorizing a limit factor of one hundred three percent for each of the five succeeding years, which are 2017 through 2021. In accordance with RCW 84.55.050, this levy shall be a regular property tax levy, which is subject to the statutory rate limit of RCW 84.52.043.

**SECTION 4. Deposit of levy proceeds.** The levy proceeds shall be deposited in a special revenue fund, which fund shall be created by ordinance.

**SECTION 5. Eligible expenditures.**

A. Of the levy proceeds, sixteen million dollars shall be used to fund and administer a youth

and family homeless prevention initiative and three million dollars shall be used to fund research to improve outcomes for children and youth in King County.

B. The remaining levy proceeds shall be used to pay the following:

1. Costs associated with the provision of a wide range of services, programs, research, activities and capital facilities that are oriented to prevention and early intervention and intended to do any or all of the following:

a. improve health and well-being outcomes of children and youth, as well as the families and the communities in which they live, including, but not limited to, ensuring adequate services and supports for pregnant women and newborns; access to safe and healthy food; and developmental screening for children and youth;

b. prevent and intervene early on negative outcomes including, but not limited, to chronic disease, mental illness, substance abuse, homelessness, domestic violence and incarceration;

c. reduce inequities in outcomes for children and youth in the county; and

d. strengthen, improve, better coordinate, integrate and encourage innovation in: health and human services systems; and the agencies, organizations and groups addressing the needs of children, their families and their communities.

2. Costs and charges incurred by the county and associated with or attributable to administering the levy and election as shall be delineated in an implementation plan.

C. Of the eligible expenditures described in subsection B. of this section:

1. Fifty percent shall be spent on strategies focused on children under five years old, their caregivers and pregnant women and for individuals or families concerning pregnancy;

2. thirty-five percent shall be spent on strategies focused on children and youth five through twenty-four years old;

3. nine percent shall be spent on communities of opportunity; and
4. six percent shall be spent on evaluation, data collection and improving the delivery of services and programs for children, youth and their communities.

**SECTION 6. Call for special election.** In accordance with RCW 29A.04.321, the King County council hereby calls for a special election to be held in conjunction with the general election on November 3, 2015, to consider a proposition authorizing a regular property tax levy for the purposes described in this ordinance. The King County director of elections shall cause notice to be given of this ordinance in accordance with the state constitution and general law and to submit to the qualified electors of the county, at the said special county election, the proposition hereinafter set forth. The clerk of the council shall certify that proposition to the King County director of elections in substantially the following form:

PROPOSITION\_\_\_; The King County Council has passed Ordinance \_\_\_\_\_ concerning funding to improve health and well-being for children and youth. If approved, this proposition would provide funding for prevention and early intervention to achieve positive outcomes related to: healthy pregnancy; parental and newborn support; healthy child and youth development; the health and well-being of communities; and crisis prevention and early intervention for children and youth, including for domestic violence and homelessness. The measure would authorize an additional regular property tax of \$0.14 per \$1,000 of assessed valuation for collection beginning in 2016 and authorize maximum annual increases of 3% in the succeeding 5 years.

**SECTION 7. Children and youth advisory board and communities of opportunity interim governance group - contingent alternative advisory board.**

**A.** If the levy is approved by the voters, two advisory boards shall be established.

1. Except as provided in subsection B. of this section, if a children and youth advisory

board is established in accordance with the recommendation of the youth action plan task force, the board shall serve as the advisory board for the portion of the levy proceeds in sections 5.C.1.,2. and 4. of this ordinance; and

2. The communities of opportunity interim governance group shall act as the advisory board for levy proceeds for section 5.C.3. of this ordinance.

B. If the council does not accept the youth action plan task force's recommendation to establish a children and youth advisory board, the executive shall appoint and the council shall confirm an advisory board for the portion of the levy proceeds in section 5.C.1., 2. and 4. of this ordinance.

**SECTION 8. Ratification.** Certification of the proposition by the clerk of the county council to the director of elections in accordance with law before the election on November 3, 2015, and any other act consistent with the authority and before the effective date of this ordinance are hereby ratified and confirmed.

**SECTION 9. Severability.** If any provision of this ordinance or its application to any person or circumstance is held invalid, the remainder of the ordinance or the application of the provision to other persons or circumstances is not affected.



[Legislation Text](#)

[Legislation Details](#)

[Legislation Details \(With Text\)](#)





# BEST STARTS FOR



# KIDS

## INVESTING IN PREVENTION: SAVING MONEY AND SAVING LIVES.

**Prevention is the most effective, least expensive way to put our children and youth on a path toward lifelong success.**

Yet, by the time we respond to negative outcomes in our community, there aren't enough resources available to invest in proven prevention strategies.

Best Starts for Kids provides the resources to invest early in a child's development to deliver the greatest returns.

### PREVENTION CAN REDUCE THE NEED FOR COSTLY LATE-STAGE INTERVENTIONS:



Chronic disease



Domestic violence



Mental illness



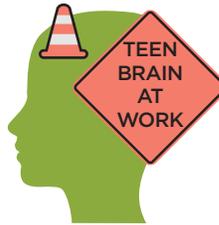
Homelessness

## SCIENCE CONFIRMS WHAT WE ALREADY KNOW:

**85%** of brain growth is complete by age 3

Emerging neuroscience shows the **first 5 years** in a child's life are particularly critical for brain development.

Regions of the brain that govern emotion and self-regulation develop **through their teenage years.**



Research shows that investing in a child's development delivers the highest return. **Earlier investment = Highest return**



## BEST STARTS FOR KIDS WILL INVEST IN WHAT WORKS:

- Strengthen a child's early development.
- Invest at key developmental milestones on a child's journey to adulthood.
- And create healthy communities that reinforce their progress.





## BEST STARTS FOR KIDS WILL COMPLEMENT PRE-K.

By having more children start school each day strong, healthy, and ready to learn, we will maximize our region's investment in Pre-K programs.

### OUTCOMES WE WANT TO ACHIEVE FOR KING COUNTY:



**Babies are born healthy** and establish a strong foundation for lifelong health and well-being.



**The journey to adulthood** is healthy and safe for everyone, building emotional and life skills to succeed.



**Healthy communities** offer safe, welcoming environments that support all children and families.

### WE WILL INVEST IN PROVEN AND PROMISING STRATEGIES THAT DELIVER POSITIVE RESULTS:



Mental-health screenings for all youth in King County.



Home visitations for new moms and families ensures babies are healthy.



Universal access to developmental screening when it is most effective.



Flexible funding for families and youth to prevent homelessness.



Communities that are more walkable and better connected.



Increase access to affordable, healthy foods.

### PREVENTION WILL RESULT IN:



**MORE**  
Babies born at healthy weight.



**FEWER**  
Children who are abused, neglected and homeless.



**FEWER**  
Youth who suffer from chronic disease and disability.



**FEWER**  
Emergency room visits and lower healthcare costs.



**FEWER**  
Young people who are involved in the justice system.

**BEST STARTS FOR KIDS WILL HELP ENSURE THAT EVERY CHILD IN KING COUNTY HAS THE OPPORTUNITY TO REACH HIS OR HER FULL POTENTIAL IN LIFE.**

[www.kingcounty.gov/beststarts](http://www.kingcounty.gov/beststarts)

# Best Starts for Kids: Key Provisions of Proposed Ordinance

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## Levy Amount

A six-year levy lid lift at a rate of 14 cents per \$1,000 of assessed value, which would raise about \$58 million in the first year and a cumulative \$392.3 million, at a cost to the average King County homeowner of about \$56 per year.

## Investing Early

Fifty percent of the revenue would be invested in strategies focused on children under age five and pregnant women, including a modest investment to sustain and expand parent and child health services that are delivered through the county's Public Health Centers. The science and evidence shows us that the earlier we invest, the greater the return for both the child's development and our society.

## Sustaining the Gain

Thirty-five percent would be invested in strategies focused on children and youth aged five through twenty-four. The science and research tells us that the brain continues to develop during this time and that prevention strategies strategically addressed at key developmental stages or transition points in a young person's life help to sustain gains made earlier in life.

## Communities Matter

Nine percent would be invested in community-level strategies through expansion and sustainability of the partnership between King County and The Seattle Foundation on Communities of Opportunity (COO). COO is based on the latest research and evidence regarding the impact of place on a child's success and the importance of supporting communities in building their own capacity to create positive change.

## Outcomes-Focused and Data Driven

Six percent would support evaluation, data collection and improving the delivery of services and programs for children and youth. This will ensure Best Starts for Kids strategies are tailored for children from every background in King County and that we deliver on the results for every child in King County.

## Initial Collections

Initial levy collections would be used to create a family and youth homelessness prevention initiative modeled on a successful pilot implemented by organizations serving survivors of

domestic violence, to fund additional scientific research to expand the reach of prevention strategies to all King County families, and to establish a reserve for the levy fund.

### **Advisory Boards**

The ordinance proposes that the county establish advisory boards for Best Starts for Kids, with the existing governance group for COO acting as the advisory board for that portion of the levy funds. The King County Department of Community and Human Services will be accountable for financial oversight and reporting responsibilities.

### **Implementation**

In order to reduce inequities in our County, Best Starts for Kids strategies are designed to be both universal and targeted, with the large majority of Best Starts for Kids levy funding competitively bid in outcomes-focused contracts to community-based organizations. This will help ensure that the strategies are implemented in a manner that is appropriate for all cultural and ethnic groups and that each child and her caregivers receive the tools and level of support they need. Should the council place this measure on the ballot and the voters approve it, the county will refine outcomes and indicators through development of a detailed implementation plan with input and consultation from the community.



## King County

### Best Starts for Kids Strategies

#### 1. Strategies Aimed at Pregnancy and Early Childhood

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##### ➤ Support for Parents, Families and Caregivers

Raising a young child can be challenging, and the science is clear – the more support a community can provide for caregivers, the more likely it is for children in King County to be successful in school and life. This is particularly true for families that are isolated or facing multiple challenges. With each of these strategies, the strategy will address the disparate outcomes we have for children in King County and prove resources targeted to eliminate inequities in outcomes between children of different races or cultures. This strategy will focus on:

**A. Providing moms and families key information and support services during pregnancy and after the child arrives.** Assuring a woman has access to prenatal care in the first trimester; assuring a mom can successfully breastfeed during the first year of life; linking families to critical services when there are problems such as domestic violence or substance abuse; and access to general information on growth and development of babies are all best practices that should be available to all families.

**B. Support for parents and caregivers if babies and toddlers are facing a challenge.**

Expanding parent-to-parent support groups and other options so parents and caregivers have in the moment support when they face challenges such as a baby who won't stop crying, a toddler having tantrums, or a preschooler with special needs, to ensure all families with young children are leading happy healthier lives.

**C. Home-based visiting for new moms and babies.** Sometimes what a family needs most is someone who will come to them. Home visiting programs are a proven technique delivering positive outcomes for children, families and society in both the short and long term, by supporting the development of parents and their children, and helping parents create healthy and safe environments for their families. This strategy will expand home visiting options in King County.

##### ➤ Cultivate Caregiver Knowledge

Everyone who cares for an infant, toddler or preschooler – whether parents, family members, friends or neighbors – wants that child to reach their full potential. There is a broad array of scientific knowledge around a baby's brain development and services available in King County and parents and caregivers need help in knowing how to find the right resources for them. These

resources need to be accessible to, and appropriate for, all county residents. This strategy will focus on:

- A. **Outreach, resource and referral coordination.** There are excellent programs for children in King County, but parents and caregivers may not know how to find them. This strategy seeks to ensure that information is readily available and accessible to all parents and caregivers.
- B. **Providing information on healthy child development in a variety of languages and formats, including information on what the latest neuroscience is telling us about child development.** All parents and caregivers should have the opportunity to benefit from the resources and knowledge in King County regardless of their language, culture or zip code.

➤ **Support High Quality Child Care (in home & in agencies & licensed & unlicensed)**

The science is very clear: high quality care, whether in a home or classroom environment, can enhance a child’s development. This strategy seeks to leverage state and local efforts to expand the availability of quality options in several ways:

- A. **Assist providers in creating positive, healthy and safe child care environments.** Work with and provide training for providers to incorporate best practices related to nutrition, physical activity, and safety. Training should be culturally and linguistically appropriate and offered at a time and place that enables child care workers to attend. This strategy will also assist child care providers in procuring products that meet federal nutrition standards.
- B. **Training and tools for all child care providers.** By providing equitable training resources and coaching so that all child care providers—whether they are providers in a home, at a child care agency or school—are able to address the developmental needs of a wide range of children including those with delays, disabilities and exposure to trauma.
- C. **Expanding consultation and technical assistance resources for child care providers.** By expanding the availability of child care consultants who can work with providers, children and families, issues and challenges around developmental, physical, social-emotional and mental health needs of young children can be addressed early.

➤ **Screen Children to Prevent Likely Problems, Intervene Early and Effectively Link to Treatment**

Some children experience bumps in the road in their development and growth for a wide variety of reasons. The sooner potential problems are identified, the more readily development can return to an optimal path and reduce demands on educational systems over time. Science is also telling us children who are exposed to ‘toxic stress’ (adverse childhood experiences such as child abuse, neglect, domestic violence, sexual assault, homelessness, or chronic poverty) are more likely to have costly health problems as adults (such as heart disease, high blood pressure, mental illness and obesity). To support optimal health, well-being and academic success, this strategy will focus on:

- A. **Expanding developmental screening to all young children.** Identifying issues early—along with prevention, early intervention, treatment or other resources and services—assures a child the best possible opportunity to thrive.
- B. **Identification and early intervention programs specifically for children who have experienced traumatic stress.** Whether the trauma is domestic violence, sexual assault, an incarcerated parent, homelessness or other trauma, early intervention can prevent re-victimization or long-term effects of trauma. This strategy will improve system partnerships that prevent children and families from accessing culturally and linguistically appropriate, trauma-informed developmental supports, services and care.
- C. **Prevent family homelessness via a client-centered flexible fund.** This would provide assistance to families such as paying for a few months of child care if mom would have to quit her job because she couldn't afford child care until her first paycheck arrived. This is based on a highly successful pilot program implemented by organizations serving domestic violence survivors and funded by the Bill and Melinda Gates Foundation.

## **2. Strategies Aimed at School-Aged Children & Youth and their Families & Caregivers**

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- **Build resiliency of youth and reduce risky-behaviors.** When kids have the right information and have developed skills to navigate difficult situations, they can make healthy choices. Frequently, children are screened only if there is a behavioral issue or they are identified as “at-risk.” Best Starts for Kids proposes that prevention, screening, early intervention and treatment (when needed), addressing depression, other mental illness, substance use, tobacco use, or trauma such as violence (including domestic violence) or bullying be available to all King County's young people so that we can prevent the problem before the youth is “at-risk.” We know that if many of these issues are treated early, a lifetime of problems can be avoided. Best Starts for Kids will also provide support for families if it turns out the child needs early intervention or treatment.
- **Helping youth stay connected to their families and communities.** Youth and families can sometimes benefit from assistance to build coping mechanisms and encouragement to reach out for support when personal or family problems arise. Best Starts for Kids will support services that help families and youth stay connected to each other and to their communities.
- **Creating healthy and safe environments for youth.** Focusing on where youth spend much of their time, assisting places such as schools, youth programs and community centers to implement prevention-focused practices and policies that help ensure children have access to nutritious food, high quality physical activity, and environments that limit exposure to potentially dangerous products and substances.
- **Meeting the health and behavior needs of youth.** Expanding convenient access to preventive health services in schools (such as help managing asthma, and screening for sexually transmitted

disease) and working to ensure all children and youth are enrolled in healthcare is a proven way to have lasting positive health outcomes for children and youth.

- **Helping young adults who have had challenges successfully transition into adulthood.** Transitioning into adulthood is hard and even more challenging for young adults who do not have a stable family support system, such as young people aging out of foster care, those who have been involved in the juvenile justice system, or others who are disconnected from families. Best Starts for Kids will focus on helping these young people at this critical transition in their life to reconnect with education, employment and stable adult supports.
- **Flexible fund to prevent youth from becoming homeless.** Homeless youth are frequently victimized once on the streets. This fund will prevent youth from living on the streets; therefore preventing the trauma that would have lasting negative consequences for the young person.
- **Stopping the school to prison pipeline.** While research shows that the early prevention and intervention strategies in Best Starts for Kids will reduce incarceration, these strategies will be successful for those who are currently babies and young children. Best Starts for Kids will adopt proven strategies to divert youth from the juvenile justice system, prevent incarceration and address disproportionality.
- **Outreach, resource and referral.** Just as with young children, parents, caregivers and other caring adults need help in knowing how to find the right resources for them among the many great resources that exist throughout King County for raising youth and young adults. Outreach and resources need to be available and accessible to all parents, caregivers and kids throughout the County regardless of their language, culture or neighborhood. Peer navigation and inclusion of community leaders is an important part of this outreach strategy.

### **3. Strategies Aimed at the Community (Communities of Opportunity)**

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Children and families live within communities, and the communities within which we live, work, and play have an enormous influence health and well-being. It's been said recently that a person's zip code plays a bigger role in their future health and well-being than their genetic code.

For example, children are more likely to succeed and live more productive, longer, healthier lives if they live in communities that have strong social networks, are free from violence, provide convenient access to healthy, affordable food, support drug and tobacco free living, and offer opportunities for physical activity. When kids grow up in communities with these kinds of features, they are less likely to experience health problems like asthma, diabetes, and substance abuse disorders; less likely to end up in jail or unemployed; and less likely to experience or die from violence.

In order for King County's children and youth to have Best Starts, there needs to be an investment in strategies that engage the whole community to create safe and healthy environments. Best Starts for Kids will support work done in close partnership with community institutions (such as schools, parks, housing agencies, city planners, child care facilities, retailers, hospitals, and community organizations)

to create environments and places that foster health.

This approach to partnering with communities is currently being undertaken in King County through the “Communities of Opportunity” partnership with philanthropic organizations, enabling greater resources to flow into local communities.

Best Starts for Kids will expand the Communities of Opportunity partnership, creating opportunities for improvements to occur in even more communities and neighborhoods.

Best Starts for Kids will:

- Create opportunities for residents, including youth, to engage and participate in efforts to improve the physical and social conditions of their community.
- Support and enable work to happen collaboratively within and across sectors by focusing on a common agenda.
- Build community capacity to implement changes in policies, systems, and environments that lead to improved community conditions; and
- Collect, analyze, and use data for learning and accountability.

Best Starts for Kids will also support ways to connect all communities with information on best practices, proven strategies and resources through learning collaboratives or resource toolkits.

While strategies will differ from community to community, below are a few examples of the kinds of proven strategies that communities might decide to carry out:

- Working together to create more opportunities for physical activity in the community, such as street designs that support walking and biking; establishing safe routes to school; and creating better access to recreation facilities and programs, such as buses home for after-school sports and recreation programs.
- Working together on a comprehensive community approach to increasing access to healthy and affordable food, particularly in low income communities—through strategies such as increasing the amount of local fruits and vegetables available through local food banks or nutrition incentive programs through local farmers markets, farm stands, and retailers. Additionally, these activities can have the added benefit of promoting local jobs.
- Working together to assure that homes, schools, child care centers and out-of-school environments better promote the physical and mental health of residents by assuring new places are designed to promote health, and by working to address substandard housing and facilities and hazards in these environments that can contribute to a wide range of problems for children and youth, such as asthma, injuries, and increased risk of cancer.



### Best Starts for Kids Report to King County Council

Prevention and early intervention are the most effective and least expensive ways to address our most serious problems such as obesity, mental illness, substance abuse, and incarceration. Science tells us that lifelong problems can be prevented by investing heavily in children before age five, and then making strategic investments at critical points in a young person's development before age 24. Yet, much of the County's funding is responding to negative outcomes—severe mental illness, homelessness, chronic illness, and youth who have already dropped out of school or who have been involved in the juvenile justice system. Specifically, 75 percent of the County's General Fund pays for the law and justice system.

For our region to continue to prosper in the future, we need everyone to have a fair opportunity to succeed, regardless of race, ethnicity or where they live in the County. Unfortunately, in King County there are significant inequities. Where you live, how much you make and the color of your skin are all major predictors of your life experience and your chances of living well and thriving. We must do better to ensure that King County is a place where everyone has an opportunity to succeed. It is not just an issue of fairness—we are more competitive in the global economy when everyone is able to contribute.

In 2014, as part of the implementation of the King County Strategic Plan (<http://www.kingcounty.gov/exec/PSB/StrategicPlan/CountyStratPlan.aspx>), Equity and Social Justice ordinance (<http://mkcclegisearch.kingcounty.gov/View.ashx?M=F&ID=1060175&GUID=9E24A75D-5885-4088-98D3-AE6BA187B20F>), the Health and Human Services Transformation Plan (<http://www.kingcounty.gov/elected/executive/health-human-services-transformation.aspx>), and development of the Youth Action Plan (<http://www.kingcounty.gov/council/issues/YouthActionPlan.aspx>), King County staff began examining how the County could improve outcomes and allow individuals and communities to achieve their full potential by balancing its investment portfolio with more preventive approaches. The resulting Best Starts for Kids levy proposal is guided by, and represents, a further implementation of the County's adopted policy direction.

To improve outcomes for all children and youth in King County and prevent crises before they begin, Executive Constantine is proposing Best Starts for Kids, a six-year \$65.4 million average per year property tax levy. Best Starts for Kids will be outcomes focused and fund the following three strategic areas:

1. Prevention and early intervention programs for children before age five;

2. Prevention and early intervention programs for children and youth age five through twenty-four; and
3. Prevention strategies at the community level.

These three strategic areas are outlined in greater detail below. After the Levy passes, there will be a comprehensive community planning process to develop a detailed Implementation Plan that identifies what programs, interventions and approaches will be funded and what the specific and quantifiable outcomes will be. The Implementation Plan will also address limiting county costs for administering the levy. The Best Starts for Kids implementation phase will utilize outreach approaches and engagement strategies to reach diverse communities that have recently been successful in other initiatives, such as outreach for health coverage enrollment under the Affordable Care Act (<http://www.kingcounty.gov/coverage>) and community engagement for Communities of Opportunity and the Youth Action Plan. This planning will also draw on learnings from other successful community engagement and implementation processes—for example, the Mental Illness and Drug Dependency (MIDD) sales tax (<http://www.kingcounty.gov/healthservices/MHSA/MIDDPlan.aspx>), which broadly included community partners, local government and all branches of King County government. The Implementation Plan for the community-level strategies will occur through Communities of Opportunity, a successful effort that is currently underway in King County through a partnership with The Seattle Foundation. Consistent with King County’s commitment to equity and social justice, Best Starts for Kids has been and will continue to be developed with an equity and social justice lens and will be focused on reducing and eliminating inequities in King County. The Implementation Plan ultimately will be approved by the Metropolitan King County Council.

### **Best Starts for Kids Is Outcomes-Based**

Best Starts for Kids was developed based on outcomes that King County wants to achieve for our region:

1. Babies are born healthy and establish a strong foundation for lifelong health and well-being.
2. King County is a place where everyone has equitable opportunities to progress through childhood safely and healthy, building academic and life skills to be thriving members of their community.
3. Communities offer safe, welcoming, and healthy environments that help improve outcomes for all of King County’s children and families, regardless of where they live.

It may be several decades for many of the outcomes to be realized. However, during the six-year life of the Levy, King County will show progress in reaching these outcomes by setting indicators and establishing goals. Indicators will be at both the individual and community levels. While many of the indicators and their associated goals will be based on strategies with proven results, King County recognizes that not all practices are appropriate or have been tested on all cultural and ethnic groups. Best Starts for Kids will also fund promising practices and pay for evaluation of these practices so that

promising practices can become proven practices. King County's progress towards the goals associated with these indicators will signal that we are on the path to achieving our overall outcomes. Examples of indicators and goals include:

Individual Indicators:\*

- Increase the percent of pregnant women who receive early and adequate prenatal care to **78%**
- Increase technical assistance to child care providers by **25%**
- Reduce psychiatric hospitalizations for children and youth by **15%**
- Decrease the percent of youth using alcohol or drugs to **15%**
- Increase the percent of youth who feel they have an adult in their community that they can talk to about something important to **76%**
- Decrease the percent of school-age youth in South King County who are at an unhealthy weight to **23%**

*\*Goals are based on adherence to a proven model.*

Community Indicators (some are long-term indicators)

- Decrease in inequities in outcomes for children and youth in King County
- Decrease in disparities in health and well-being outcomes currently seen between different areas within King County
- Decrease in funds spent on crisis services, such as incarceration and involuntary commitment
- Decrease in domestic violence
- Increase in family and youth who are prevented from entering homelessness
- Decrease in suspensions and expulsions, from child care through high school
- Improve the quality of life index (health, housing and economic opportunity) in Communities of Opportunity

All of the outcomes and indicators will be refined as part of the Levy implementation phase. We will ensure alignment with other significant initiatives focused on children and youth in the community, such as the Youth Action Plan, Road Map Project (<http://www.roadmapproject.org/>) and the Seattle Pre-School Program (<http://www.seattle.gov/education/childcare-and-preschool/seattle-preschool-program>), so that the same outcomes are being measured and evaluated.

Based on experience with proven programs, we know that by investing in the types of strategies detailed in the pages below, we can achieve a positive return, as measured through their impacts in a multitude of areas—chronic disease, substance abuse, criminal behavior, child abuse and neglect, economic productivity, etc. For example:

- By investing in strategies that support parents and caregivers, we can expect a return of **\$2.77** per dollar invested.
- By investing in strategies that support high-quality childcare, we can expect a return of **\$143.98** per dollar invested.
- By investing in strategies that build resiliency of youth and reduce risky behaviors, we can expect a return of **\$34.76** per dollar invested.
- By investing in strategies that meet the health and behavior needs of youth, we can expect a return of **\$7.09** per dollar invested.
- By investing in strategies that help youth stay connected to their families and communities, we can expect a return of **\$5.04** per dollar invested.
- By investing in strategies that help young adults who have had challenges to successfully transition into adulthood, we can expect a return of **\$3.25** per dollar invested.

### Funding Details

- Amount: \$58.3 million per year in 2016  
 \$392.3 million over six years (levy limit factor of 3% plus new construction), or an average of \$65.4 million per year  
 \$0.14 per \$1,000 of assessed value in 2016, costing the average King County homeowner about \$56 per year, or approximately \$4.50 per month
- Distribution: 50% (\$32.7 million annual average) for interventions focused on children age 0-5  
 35% (\$22.7 million annual average) for interventions focused on children/youth age 5-24  
 9% (\$6.0 million annual average) for community-level interventions  
 6% (\$4.0 million annual average) for data, evaluation and infrastructure

The vast majority of Best Starts for Kids funding will be utilized by community-based partners and not the County itself.

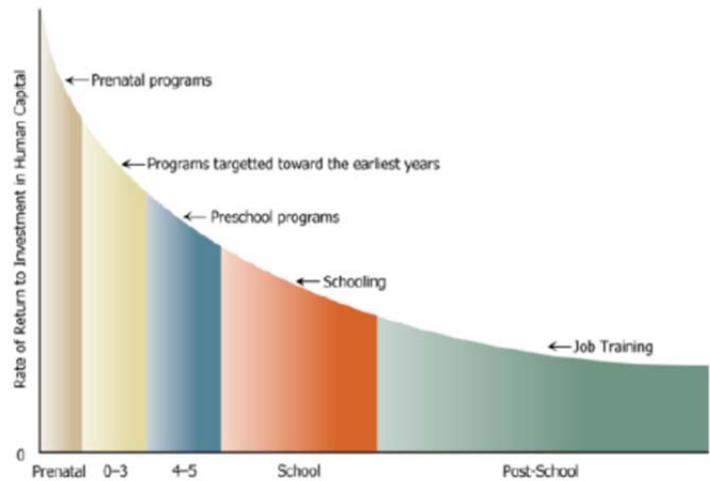
### A. Heavy investment in Children Before Aged 5 Yields the Best Results for Children and Yields the Greatest Return on Investment

Noble Laureate in economics, Dr. James Heckman, has shown that investment in children, particularly before age five, has the greatest economic return on investment for society. (<http://heckmanequation.org/content/resource/investing-our-children-great-returns>) He has shown that the basic skills necessary to be ready to learn in school and be successful as an adult—such as self-esteem, motivation, coordination, prioritization, management of incoming information, attention and distraction control are developed by age five before children go to school. According to Dr. Heckman, to ensure that all children are able to achieve their full potential, there must be investment in early childhood development and engagement with the family. (James Heckman, “Going Forward Wisely,”

White House Summit on Early Education,  
December 10, 2014.

<http://heckmanequation.org/content/white-house-summit-early-education>)

Research has also shown that children who have access to quality early development are more likely to achieve later success as adults. Inequities can begin before birth and persist throughout childhood, leaving some children at a disadvantage in life before they have even begun the journey.



Source: Heckman (2008)

- Lack of access to adequate prenatal care in King County can be as much as 1.7 times higher depending on the mom's race—for example, 72% of white mothers receive early and adequate prenatal care compared to 41% of Native Hawaiian/Pacific Islander moms.
- American Indian, Native Hawaiian and Hispanic students in King County lag the farthest behind in demonstrating kindergarten readiness; the most significant disparity being in math.
- Infant childcare at licensed childcare centers in King County in 2012 cost Black/African American families more than 40% of their annual median income compared to White families and who spent just over 20% of their median income on infant childcare.

Best Starts for Kids will work to eliminate these inequities. Based on the research, including research developed by the University of Washington Institute for Learning and Brain Sciences (<http://ilabs.washington.edu>), and promising practices, Best Starts for Kids will invest in the following strategies:

➤ **Support Parents and Caregivers by:**

- ✓ Providing families and caregivers key information and support services during pregnancy and after the child arrives
- ✓ Providing support resources for parents and caregivers of babies and toddlers when babies and toddlers face challenges
- ✓ Providing home-based visits for new moms and babies

➤ **Cultivate Caregiver Knowledge through:**

- ✓ Outreach, resource and referral coordination
- ✓ Providing information in a variety of languages, formats and mediums, including information on what the latest neuroscience is telling us about child development

➤ **Support High Quality Childcare (in-home & out of home, licensed & unlicensed) by:**

- ✓ Assisting providers in creating positive, healthy and safe childcare environments
- ✓ Providing training and tools for all childcare providers
- ✓ Expanding consultation and technical assistance resources for childcare providers, such as mental health and developmental consultations

➤ **Screen Children to Prevent Likely Problems, Intervene Early and Effectively Link to Treatment by:**

- ✓ Expanding developmental screening to all young children
- ✓ Identification and early intervention for children who have experienced traumatic stress, including domestic violence or sexual assault
- ✓ Preventing family homelessness via a flexible fund to help families with young children

### Investing in Public Health Services

As part of the supporting parents and caregivers strategy listed above, Best Starts for Kids will stabilize and expand the Nurse Family Partnership Program, Maternal Support Services and Family Planning in King County, through a modest investment. Additional discussion of the impact Best Starts for Kids will have on the Public Health Fund can be found in the “Levy Financial Information Summary” section of this report.

The three examples below illustrate the types of programs that would implement the strategies focused on children age 0-5:

- **Access to prenatal care** prevents low-birth weight babies by screening at-risk mothers and supplementing prenatal care with services to improve birth outcomes. Every year in King County, 1,600 infants (6.4% of births) are born at low birth weight (under 5.5 pounds, or small enough to fit entirely in the palm of your two hands). Babies born too small have higher hospitalization costs and are more likely to have learning deficits well into school and adulthood, including lower educational achievement.
  - Programs, such as Maternal Support Services, that provide support services to pregnant women have shown to reduce low birth weight in Washington State from 18% to 13.7% for medically high-risk women and from 22.5% to 11.5% for teens. (See: <http://ajph.aphapublications.org/doi/pdf/10.2105/AJPH.88.11.1623>)
  - The average cost of hospitalization for a low birth weight infant is \$27,500. Without support services for pregnant women, low birth weights that could have been prevented will result in an estimated \$5.3 million in additional hospitalization costs in Washington each year. (See: <http://www.kingcounty.gov/healthservices/health/personal/~media/health/publichealth/documents/locations/MSSFacts.ashx>)
- **Nurses visiting new moms and families** to make sure babies are healthy. One home visiting program, Nurse Family Partnership (NFP), has shown such outcomes as:

- 59% reduction in child arrests at age 15
- 61% fewer arrests of the mother
- 48% reduction in child abuse and neglect
- 50% reduction in language delays of children at age 21 months
- 67% reduction in behavioral/intellectual problems at age six
- 32% fewer unintended subsequent pregnancies
- 82% increase in months mothers are employed

(See: <http://www.nursefamilypartnership.org/about/fact-sheets>)

- **Expand the training and tools available to all child care providers** so all providers are able to address the developmental needs of children. Screenings help identify when a child’s development is not progressing at the expected rate, which alerts parents, caretakers and healthcare providers to the need for further assessment. Early intervention for developmental delays in the first five years has been linked with higher performance in reading and math, less grade retention and less need for special education services well into adolescence. In Washington, an estimated 13 percent to 17 percent of children have a developmental delay. Of the nearly one in six children experiencing a delay, only 30 percent are currently identified and connected to available early intervention supports before kindergarten, when it is most effective. Best Starts for Kids can ensure that screening tools are culturally appropriate, available and accessible to all children and their families and caregivers in King County. (See: [http://www.medicalhome.org/4Download/wg\\_devscreen/framework.pdf](http://www.medicalhome.org/4Download/wg_devscreen/framework.pdf))

## **B. School Aged Children and Youth—Age 5-24: Intervening Early at Key Developmental Milestones**

Science shows that “non-cognitive abilities (perseverance, motivation, time preference, risk aversion, self-esteem, self-control, preference for leisure) have direct effects on wages, schooling, teenage pregnancy, smoking, crime, performance on achievement tests and many other aspects of social and economic life.” (Heckman, James J. *Schools, Skills, and Synapses*, IZA DP No. 3515 (May 2008) at 28.) The research and brain science shows that many of these traits are developed very early in life—before age five. However, interventions during adolescence are also valuable, though more expensive, because of the malleability of the regions of the brain into the early twenties that govern emotion and self-regulation. (*Id* at 30.) The prevention and intervention strategies for youth age 5-24 will strategically address transition points in the young person’s life where problems frequently arise, as well as strategies focused on brain and developmental changes for adolescents.

As with younger children, Best Starts for Kids will follow an approach called “targeted universalism.” That is, strategies will target all children and youth, but children and youth who need more intensive services will have more intensive services available to them. This approach will be important in addressing inequities such as:

- Higher obesity rates of children and youth who do not have access to healthy food or safe places to play
- Higher asthma rates for children who live in housing that is in poor condition
- Higher numbers of African American and Latino youth who are detained in the juvenile justice system

To achieve better outcomes for school-aged children and youth, Best Starts for Kids will invest in the following strategies:

➤ **Build resiliency of youth and reduce risky behaviors through:**

- ✓ Prevention, screening, early intervention and, where needed, treatment, that addresses depression, other mental illnesses, substance use, tobacco use or trauma (such as violence), so that we can prevent youth from becoming “at-risk”
- ✓ Supports for families if a child does need early intervention or treatment

➤ **Meeting the health and behavior needs of youth by:**

- ✓ Expanding convenient access to preventive health services in schools, such as help managing asthma and screening for sexually transmitted disease
- ✓ Working to ensure all children and youth are enrolled in healthcare, a proven way to have lasting positive health outcomes for children and youth

➤ **Helping youth stay connected to their families and communities through:**

- ✓ Supports for parents and youth focused on early intervention when a problem arises
- ✓ Creating healthy and safe environments for youth focusing on where youth spend much of their time, assisting places such as schools, youth programs and community centers to implement best practices and policies that help assure children have access to nutritious food, high quality physical activity and environments that limit exposure to potentially dangerous products and substances
- ✓ Outreach, resources and referral so that youth, families, caregivers and other caring adults in a young person’s life know what resources are available to help them and are able to connect with these resources

➤ **Helping young adults who have had challenges successfully transitioning into adulthood by:**

- ✓ Creating a flexible fund to help youth homelessness
- ✓ Re-engaging youth who have dropped out of school
- ✓ Connecting youth to a caring adult and positive peer network

➤ **Diversion from the Juvenile Justice System through:**

- ✓ Prevention programs to avoid incarceration and divert youth from the juvenile justice system
- ✓ Upstream strategies to address disproportionality in the juvenile justice system

The two examples bellow illustrate the types of programs that would implement the strategies above:

- **Screening youth for early onset of mental illness.** According to the American Academy of Child and Adolescent Psychiatry, nearly half of all diagnosable mental illnesses show symptoms by age 14 and 75 percent begin by the age of 24, yet only one in five adolescents between 12-17 years old receives treatment or counseling. When left untreated, these disorders can lead to tragic and costly consequences, such as substance abuse, school dropout, involvement with law enforcement and suicide.
  - A Portland program called Early Detection and Intervention for the Prevention of Psychosis (EDIPPP) showed that after implementation of this program, psychiatric hospitalizations for youth were reduced by 26% with a cost savings to the community of \$2.1 million annually. (See: <http://www.medscape.org/viewarticle/418617>)
  
- **Working with schools and youth programs to promote healthy eating and active living.** Too many young people in our county are living at an unhealthy weight—30 percent—leading to early onset of heart disease and diabetes. Many lack access to affordable healthy food and opportunities to be physically active.
  - In King County, a 17% decline in youth obesity was documented after Public Health—Seattle & King County partnered with schools and community organizations to implement a two year Communities Putting Prevention to Work obesity prevention initiative ending in 2012. (See: <http://www.cdc.gov/mmwr/preview/mmwrhtml/mm6307a4.htm>)

### **C. Communities of Opportunity: Investing in Communities and Leveraging Philanthropic Funds for King County Communities**

The latest research shows that the place where a child grows up has a tremendous impact on a child's success and in many cases a child's zip code is a better predictor of their future health and well-being than their DNA code. Children are more likely to succeed and live longer, more productive lives if they have the opportunity to live in communities that have strong social networks, are free from violence, provide convenient access to healthy, affordable food, offer access to job opportunities and high quality, affordable housing, support drug and tobacco free living, and offer opportunities for physical activity. (See: <http://www.whatworksforamerica.org/pdf/lavizzo-mourey.pdf>; and [Time to Act: Investing in the Health of Our Children and Our Communities](#)).

Significant portions of the County have been left behind as demographics have shifted. Our region now experiences some of the greatest inequities among large U.S. metropolitan areas. Analysis of key health and social indicators by census tract in King County has revealed these stark disparities. For example, life expectancy ranges from 74 years in the lowest decile census tracts to 87 years in the highest; smoking ranges from 5 percent to 20 percent; frequent mental distress ranges from 4 percent to 14 percent; and

unemployment ranges from 3 percent to 13 percent. (See: King County Health Profile at <http://www.kingcounty.gov/healthservices/health/data.aspx>)

Best Starts for Kids Communities of Opportunity funding will work to address these inequities at the community level, complementing the investments for children and youth described in the earlier sections. It will improve children's futures by investing in place-based community partnerships that will design and carry out evidence-supported strategies to create safe and healthy neighborhoods, and improve outcomes in health, housing, and economic opportunity.

King County, in partnership with The Seattle Foundation, has already funded community-designed "go first" partnerships in three initial places: White Center/North Highline, SeaTac/Tukwila and Seattle's Rainier Valley. (For more information, see: <http://www.kingcounty.gov/exec/HHStransformation/coo.aspx>)

Best Starts for Kids will expand the Communities of Opportunity partnership, by creating opportunities for even more communities and neighborhoods to participate and by leveraging additional philanthropic funding.

*How* Communities of Opportunity mobilizes specific communities and neighborhoods to support changes to improve conditions for children and families is important because it has been proven that giving communities the power to make changes is the way to make sustainable change. Government parachuting in with programs that it has decided upon is the old model that does not produce optimal results. *What* specific strategies are carried out in a given neighborhood or community will be informed by evidence about what works.

➤ **Communities of Opportunity will increase opportunities for all children and youth to live in a healthy community environment:**

- ✓ Creating opportunities for residents—including youth, families and elders—to engage and participate in efforts to improve the physical and social conditions of their community
- ✓ Supporting and enabling work to happen collaboratively within and across sectors by focusing on a common, results-driven agenda
- ✓ Identifying and increasing the capacity of groups (community organizations, neighborhood groups, etc.) that are focused on improving community conditions
- ✓ Collecting, analyzing and using data for measuring progress, learning and accountability; measuring the effects of the strategies that are carried out
- ✓ Creating mechanisms for all place-based initiatives in King County to share information and learnings with each other, and to access information on best practices, proven strategies and resources

➤ **What kinds of strategies will be carried out to help assure that all children and youth have opportunities to live in safe, health-promoting environments:**

While strategies and solutions will differ from community to community depending on the results they have prioritized, examples of the kinds of evidence-informed strategies that communities might agree to carry out include:

- ✓ Creating more opportunities for physical activity in the community such as street designs that support walking and biking; establishing safe routes to school; and creating better access to recreation facilities and programs
- ✓ Implementing a comprehensive community approach to increasing access to healthy and affordable food, particularly in low income communities—through strategies such as increasing the amount of local fruits and vegetables available through local food banks or nutrition incentive programs through local farmers markets, farm stands, and retailers—activities that can have the added benefit of boosting the local food economy and promoting local jobs
- ✓ Taking steps to address substandard housing that can contribute to a wide range of problems for residents, such as asthma and injuries

Communities of Opportunity will establish a process for additional neighborhoods and communities to apply to join the initiative. Selected applicants could access funding for developing their results-driven agenda and for carrying out strategies. Funding will also support technical assistance, data analysis, measurement functions, and policy and system change initiatives that cut across a given place.

#### **D. Immediate Investment In Homeless Prevention for Homeless Families & Youth**

During the planning process, which will take place in the first part of 2016, the first half of the year property tax collections will have come in (approximately \$29 million). Executive Constantine proposes a transparent and strategic way to invest the first half 2016 collections. Specifically, \$16 million will create an initiative to prevent families and youth from becoming homeless (described below), \$3 million will be competitively bid out in early 2016 for additional scientific research to expand King County’s knowledge of what prevention strategies will lead to King County children to reaching their full potential, and \$10 million will be deposited into required reserves.

The family and youth homeless prevention initiative will be modeled on the highly successful Housing First Pilot funded by the Bill and Melinda Gates Foundation and implemented by organizations serving survivors of domestic violence—because domestic violence is the leading cause of family homelessness. In this Pilot, survivors identify what they need to remain stably housed, including solutions, such as paying for a month of childcare while a mother goes back to work and waits to receive her first paycheck. The results show that client-centered solutions with flexible funds have better results, more dignity for the person seeking help, and are cheaper than the usual menu of assistance options offered. The average cost of this program to prevent homelessness was \$1,250 as compared to \$6,000 for a year

in shelter. (See Washington State Coalition Against Domestic Violence Website: <http://wscadv2.org/projects.cfm?aid=1bfef8e9-c29b-57e0-877e65883ece51fe>)

### **E. Data, Evaluation and Infrastructure**

In order to ensure that outcomes are met and residents of King County experience a high return on their investment in Best Starts for Kids, sufficient resources must be dedicated to administering and evaluating the difference Best Starts for Kids is making in our community and creating learning and feedback loops for continuous improvement. Best Starts for Kids' success will be dependent on ensuring King County implements high-quality, culturally responsive strategies; using innovation, data and science to inform investments; engaging neighborhoods, policymakers, schools and other partners in creating change; and aligning work with other efforts for an even greater impact.

Best Starts for Kids will have a specific focus on partnering with and supporting small culturally and ethnically specific agencies to generate and evaluate the data necessary to move promising approaches to evidence based practices. As with all strategies, there needs to be opportunities to take risks on new approaches. Not all approaches will be successful; however, the goal of Best Starts for Kids' evaluation will be to figure out which approaches are most successful and how approaches that are not successful can be changed or if they should be discontinued.

### **Governance**

The Youth Action Plan Task Force has recommended that the County establish an advisory body that can assist the King County Executive and Council as they consider outcomes, policies, and investments for children and families and youth and young adults. This advisory body should be the advisory board for Best Starts for Kids, except for the portion of the Levy focused on Communities of Opportunity. The Communities of Opportunity Interim Governance Group—a diverse group of community leaders, The Seattle Foundation and King County staff—will advise on the Communities of Opportunity portion of the Levy. The King County Department of Community and Human Services will be responsible for financial and reporting accountability.

### **How this Proposal Was Developed**

King County staff undertook a review of prevention-oriented science research from numerous vantage points, focusing on inequities and challenges such as mental illness and substance abuse, chronic disease, child abuse and neglect, homelessness, justice system involvement, unemployment, violence and injuries, and workforce skill gaps. County staff worked with three advisory groups and consulted with several other key groups focused on children and youth in King County. The three advisory groups were the Best Starts for Kids Advisory Group, the Youth Action Plan Task Force and the Health & Human Services Transformation Advising Partners Group. The names of the group members are listed in Appendix A. In addition, County staff consulted with the King County Alliance for Human Services and the Youth Development Executive Directors.

## Levy Financial Information Summary

### Levy Revenue Assumptions

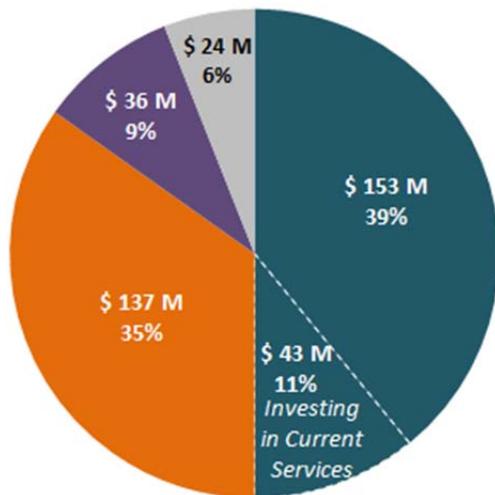
The proposed Best Starts for Kids Levy includes the following assumptions:

- The initial levy is planned for six years, from 2016-2021
- 2016 levy rate will be \$0.14 per \$1,000 Assessed Value (AV)
- 2016 levy revenue will be approximately \$58.3 M
- The levy limit factor will be 3% plus new construction. Estimated total revenue over the life of the levy is \$392.3 M (an average of \$65.4 M per year).
- A levy of \$0.14/\$1,000 of AV would cost the average King County homeowner about \$56 per year or approximately \$4.50 per month.

### Levy Use Details

Exhibit 1 illustrates the approximate portfolio for the entire six-year levy. It is organized into the major categories described in the strategy overview.

**Exhibit 1: Levy Expenditure Summary by Category (2016-2021 Total)**



#### 1. Prenatal and Early Childhood (Age 0 to 5)

- a. New and Expanded Prenatal & Early Childhood Services
- b. Investment in Current Public Health Prenatal & Early Childhood Services

#### 2. School Aged Children and Youth (Age 5 to 24)

#### 3. Communities of Opportunity

#### 4. Data, Evaluation, and Infrastructure

- The largest component over the life of the levy is Prenatal and Early Childhood Strategies (50%).
  - About 11% of the total levy would be dedicated to preserving existing public health services that serve this population, including Maternal Child Support Services (MSS), Special Supplemental Nutrition Program for Women, Infants, and Children (WIC), family planning services, and Nurse Family Partnership (NFP).
  - About 39% of the total levy would go toward new or expanded Prenatal and Early Childhood services
- 35% of levy revenues would be spent on new or expanded programs for school-aged children and youth
- 9% of levy revenue would provide support for expanding Communities of Opportunity.
- 6% of the levy would go toward evaluation, data collection and improving the delivery of services and programs for children, youth and their communities.

### ***Levy Reserve***

The proposed levy includes a reserve equal to 60 days (two months) of levy revenue. The purpose of this reserve is to provide a stabilizing cash flow in case the levy is not renewed after 2021. This reserve would be used to pay for necessary costs related to shutting down the levy program, such as transition activities, unemployment costs, and other required expenditures.

The levy reserve is not designed to cover unanticipated increases in costs or decreases in revenue compared to forecasts. In those scenarios, King County would evaluate and adjust expenditures as to constrain spending within available revenues.

### ***Levy Impact on Public Health—Seattle & King County***

The Best Starts for Kids levy proposal includes \$43 million (11% of levy) in funding to sustain a limited number of current Public Health—Seattle & King County (PHSKC) services. These services include maternity support (MSS), Nurse Family Partnership (NFP) and family planning for King County residents. The addition of levy dollars to current PHSKC resources is expected to provide sufficient funding to sustain current operations of these programs through 2021 by funding the projected gap between expenditures and resources of this limited program set. The levy proposal does not include sufficient funding to fully bridge the projected financial gap in the Public Health Fund.

This section outlines the current Public Health Fund financial situation and the expected impact of the BSK levy on the Public Health Fund.

### **Current and Projected Public Health Fund Financial Situation**

The Public Health Fund with a biennial budget of \$332 million includes Community Health Services (CHS), Prevention, the Medical Examiner’s Office, and several other services. Community Health Services, which includes MSS/WIC, NFP, and Family Planning, as well as other community-based services comprise approximately 65% of the fund. Based on March 2015 projections, which assumes current operations and resources, the Public Health fund is expected to end the 2015/2016 biennium with a

deficit of \$7 million.<sup>1</sup> This outlook assumes no further degradation in State, Federal or local revenue and that services and expenditures will be in line with the adopted 2015/16 budget. Potential additional revenues from the proposed BSK levy are not included in the 2015/2016 projected gap.

On an ongoing basis, the Public Health fund is projected to run a growing financial gap in 2017/2018 and beyond. This projected imbalance is the result of program revenues growing at a lower rate than expenditures. The projected operating imbalance from 2016 to 2021 is approximately \$68 million. The majority of this imbalance (86%, or \$59 million) is in the Community Health Services Division (CHS) and the operations of public health clinics. The projected funding gap over the six-year period of \$68 million is in addition to the \$7 million deficit that has already been accumulated by the Public Health fund for a total projected gap of \$75 million through 2021.

### Financial Implications of the BSK Levy on the Public Health Fund

Based on current projections, the BSK levy would address a portion of, but not the entire, Public Health Fund projected gap. Specifically, the levy would provide approximately \$43 million to support existing programs serving women and children including MSS/WIC, family planning, and NFP at 2014 service levels from 2016 to 2021.

The BSK levy does not provide funding to sustain all services in the Public Health Fund. In order to balance the fund and build to minimum reserve levels, there will need to be new revenue sources or eliminations or reductions to programs. While Public Health is simultaneously working to find operational efficiencies, these are not expected to create substantial enough savings to balance the fund.

The following table summarizes Public Health's projected gap between revenues and expenditures over the 6-year levy period (2016-2021).<sup>2</sup>

2016-2021 Gap Estimates	Baseline (w/o BSK)	BSK Revenues	Gap with BSK
MCH services <sup>3</sup>	\$42.8 M	\$42.8 M	\$ -
All other CHS Programs	\$16.3 M	-	\$16.3 M
<i>Subtotal all CHS</i>	<i>\$59.0 M</i>	<i>\$42.8 M</i>	<i>\$16.3 M</i>
Remainder of Public Health Fund	\$9.3 M	-	\$9.3 M
<b>Total Public Health Fund</b>	<b>\$68.4 M</b>	<b>\$42.8 M</b>	<b>\$25.6 M</b>

<sup>1</sup> The 2015/2016 adopted Public Health fund budget did not include reserves that would be consistent with adopted Council financial policies due to funding constraints. In order to meet recommended reserve levels, the Public Health fund would need approximately \$11M in fund balance at the end of 2016. Additional factors that could impact the projected deficit by the end of 2016 include revenue from Medicaid back payments and expenditures to address a federal audit of the Ryan White HIV/AIDS Program.

<sup>2</sup> Please note that this table does not include the current \$7 million deficit already accumulated by the public health fund.

<sup>3</sup> MCH services includes: MSS, WIC, NFP, Health Educators, Family Planning. This amount includes both current services (\$37.4 M) and restoration of 2014 levels of service for NFP and Health Educators (\$5.4 M) that were cut in the adopted 15/16 budget.

## Best Starts for Kids

### APPENDIX A

#### *Best Starts for Kids Advisory Group*

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Jackie and Mike Bezos Bezos Family Foundation	Ed Marcuse University of Washington Department of Pediatrics
David Bley Bill & Melinda Gates Foundation	Mary McWilliams Seattle Metropolitan Chamber of Commerce
Justice Bobbe Bridge Center for Children & Youth Justice	Tony Mestres The Seattle Foundation
Michael Brown The Seattle Foundation	Stephen Norman King County Housing Authority
Ben Danielson Seattle Children's Odessa Brown Children's Clinic	Sarah Roseberry Lytle University of Washington Institute for Learning and Brain Sciences (ILABS)
Susan Enfield Highline School District	Mary Jean Ryan Community Center for Education and Results
Jon Fine United Way of King County	Mimi Siegel Kinderling
Howie Frumkin University of Washington School of Public Health	Sam Whiting Thrive Washington
Jon Gould Children's Alliance	
Mike Heinisch Kent Youth & Family Services	
David Johnson Navos Mental Health Solutions	

**Youth Action Plan Task Force**

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Janis Avery Treehouse	Katie Hong Raikes Foundation
Justice Bobbe Bridge Center for Children & Youth Justice	Shomari Jones Bellevue School District
Rochelle Clayton Strunk Encompass	Miguel Maestas El Centro de la Raza
Darryl Cook City of Seattle	Leesa Manion King County Prosecuting Attorney's Office
Calvin Lyons Boys & Girls Clubs of King County	Terry Pottmeyer Friends of Youth
Deanna Dawson Sound Cities Association	Mark Putnam Committee to End Homelessness
Rod Dembowski King County Councilmember	Adrienne Quinn King County Dept. of Community & Human Services
Darryck Dwelle Salvation Army Eastside Corps	Judge Wesley Saint Clair King County Superior Court
Mahnaz Eshetu Refugee Women's Alliance	Terry Smith City of Bellevue
Melinda Giovengo YouthCare	Sorya Svy SafeFutures Youth Center
Beratta Gomillion Center for Human Services	Sheriff John Urquhart King County Sheriff's Office
Kelly Goodsell Puget Sound Education Service District	Sam Whiting Thrive Washington
Mike Heinisch Kent Youth & Family Services	

### ***Health & Human Services Transformation Advising Partners Group***

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Teresita Batayola International Community Health Services	Sara Levin United Way of King County
Elizabeth Bennett Seattle Children's Hospital	Julie Lindberg Molina Healthcare of Washington
Michael Brown The Seattle Foundation	Gordon McHenry, Jr. Solid Ground
Tom Byers Cedar River Group	Karen Merrikin/Chase Napier Washington State Health Care Authority
Katherine Cortes Metropolitan King County Council	Jeff Natter Pacific Hospital Preservation & Development Authority
Elise Chayet Harborview	Mark Okazaki Neighborhood House
Deanna Dawson Sound Cities Association	Nathan Phillips YMCA of Greater Seattle
Erin Hafer Community Health Plan of Washington	Adrienne Quinn King County Dept. of Community & Human Services
Jeff Harris UW School of Public Health	Bill Rumpf Mercy Housing Northwest
Patty Hayes Public Health-Seattle & King County	Mary Jean Ryan Community Center for Education and Results
Mike Heinisch Kent Youth & Family Services	Maggie Thompson Office of the Mayor, City of Seattle
David Johnson Navos Mental Health Solutions	
Betsy Jones King County Executive Office	Michael Woo Got Green

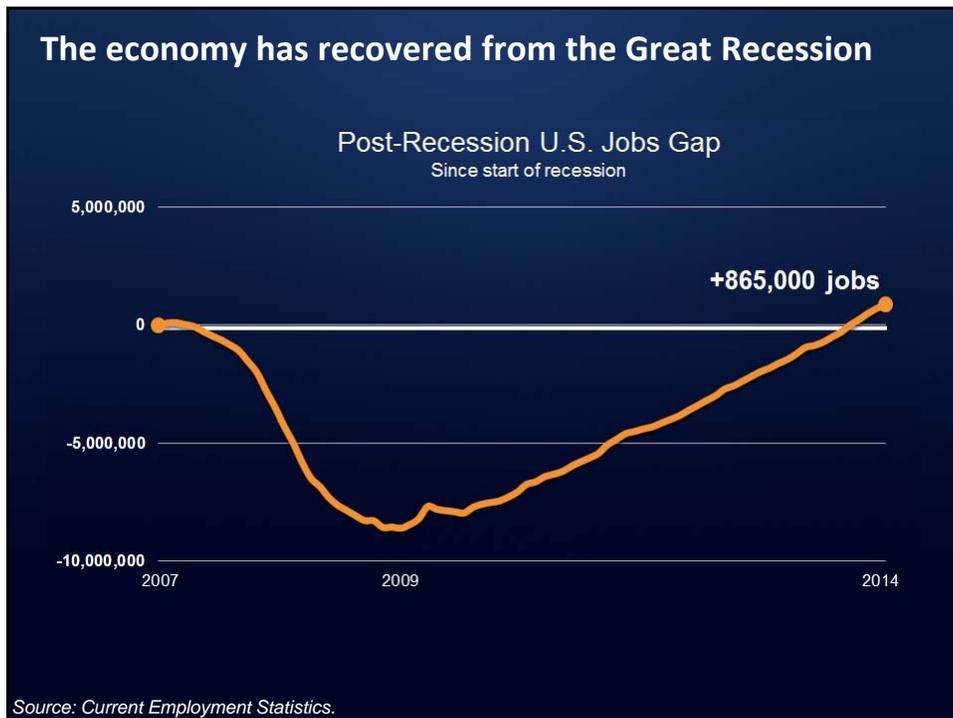
# GLOBAL CITIES INITIATIVE

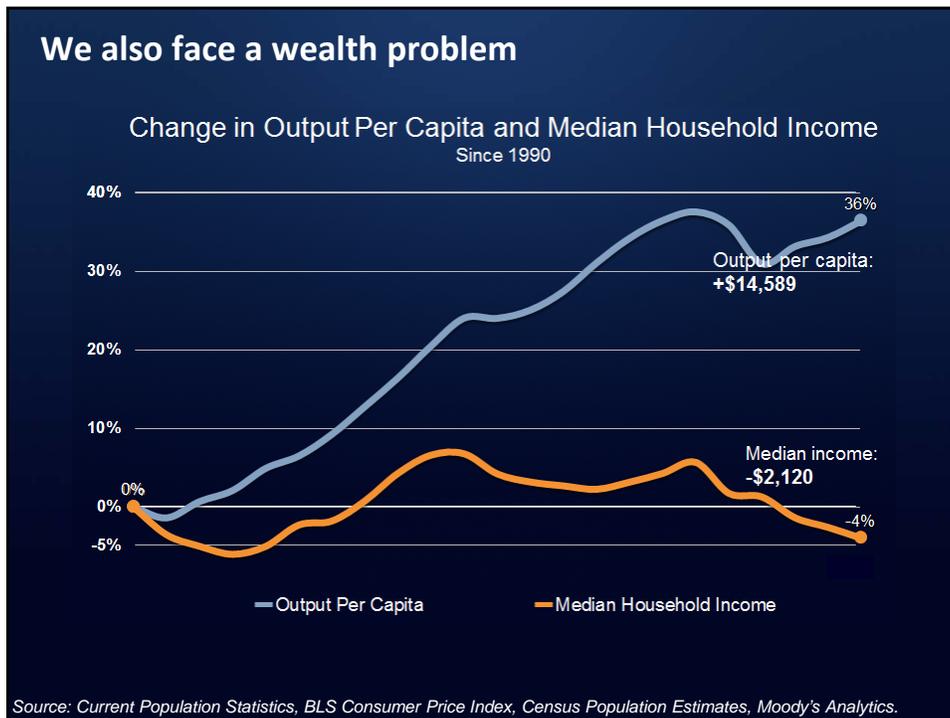
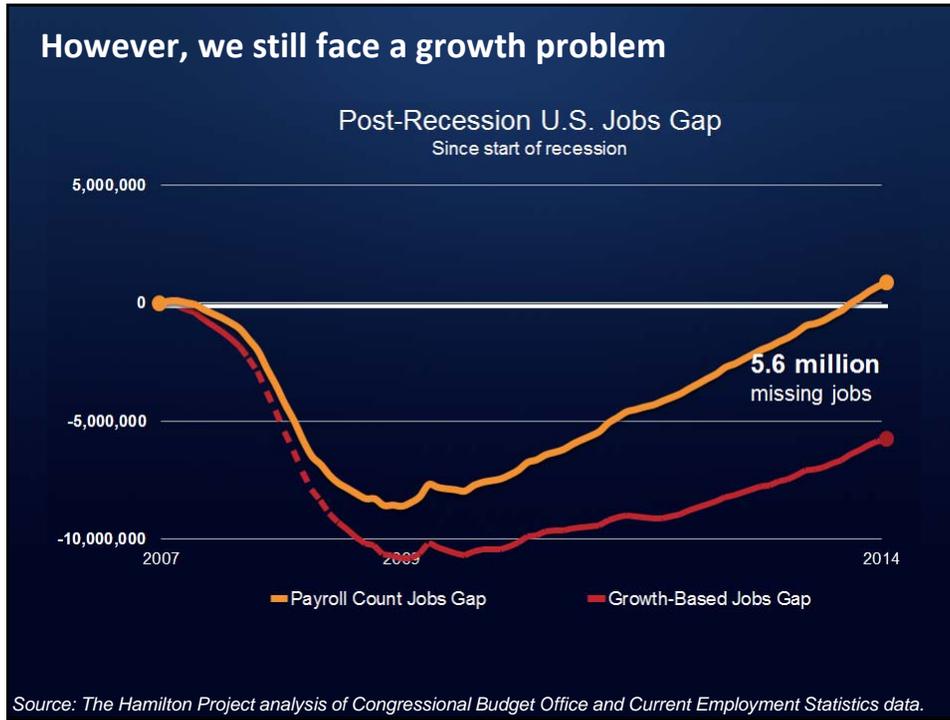
A JOINT PROJECT OF BROOKINGS AND JPMORGAN CHASE

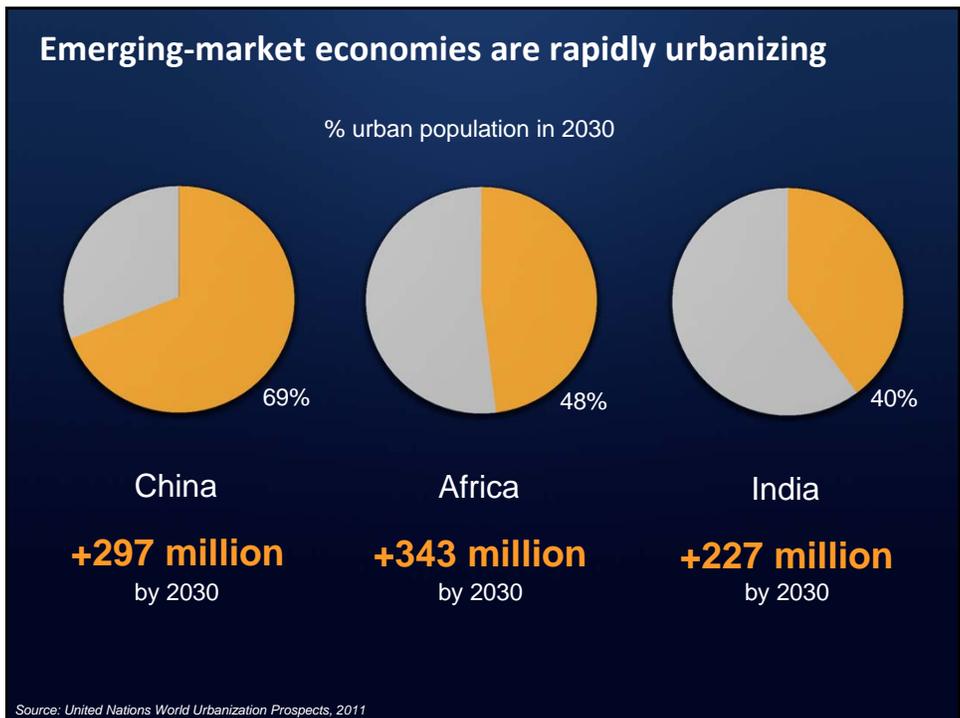
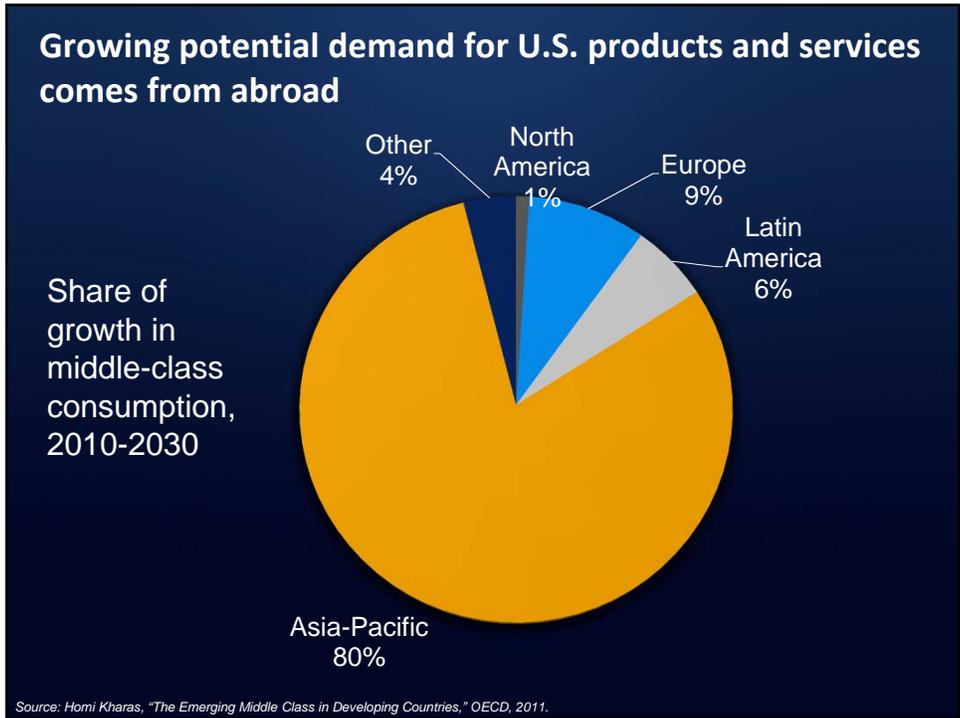
## Making King County a globally competitive, prosperous region for all

**B** Metropolitan Policy Program  
at BROOKINGS

Alan Berube  
Brookings Institution









# GLOBAL CITIES INITIATIVE

*A Joint Project of Brookings and JPMorgan Chase*

**Goal:**

Catalyze a shift in economic growth policy and practice that results in more globally competitive metropolitan areas, positioning them for high-quality growth and better jobs for more workers in the 21st century economy.

**1. Research      2. Convening      3. Exchange**

## The drivers of global competitiveness in King County and other metros generate growth and opportunity

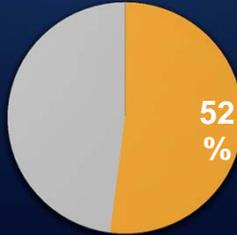
**Innovation      Talent      Trade**



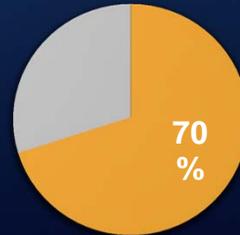
## The Seattle metro area—and King County in particular—generates an outsized share of statewide GDP



Seattle-Tacoma-Bellevue metropolitan area



Population



GDP

Source: Bureau of Economic Analysis, U.S. Census Bureau

## Advanced industries power U.S. innovation and growth

### Manufacturing



Aerospace



Advanced Machinery



Medical Equipment



Computer & Electronic Devices

### Services



Telecommunications



R&D Consulting Services

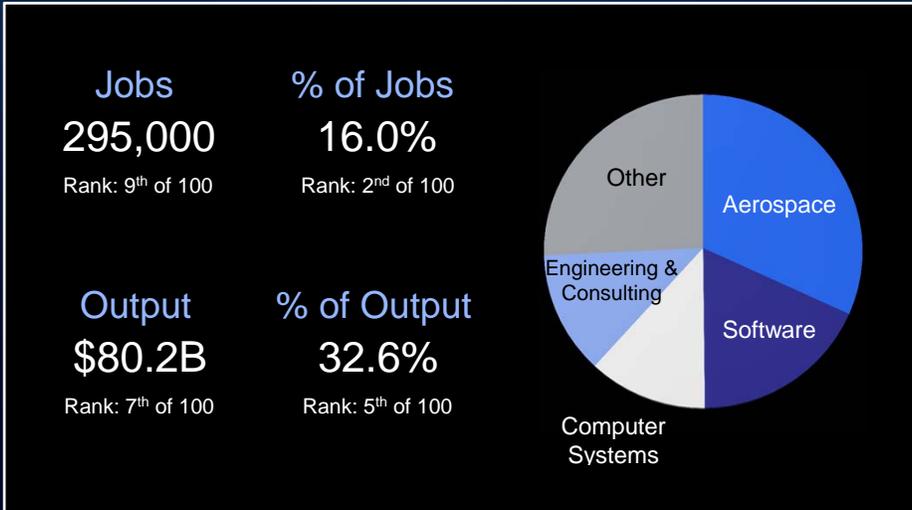


Software



Computer Systems Design

## The Seattle region has a large and diverse advanced industries portfolio



Source: Brookings analysis of Moody's data

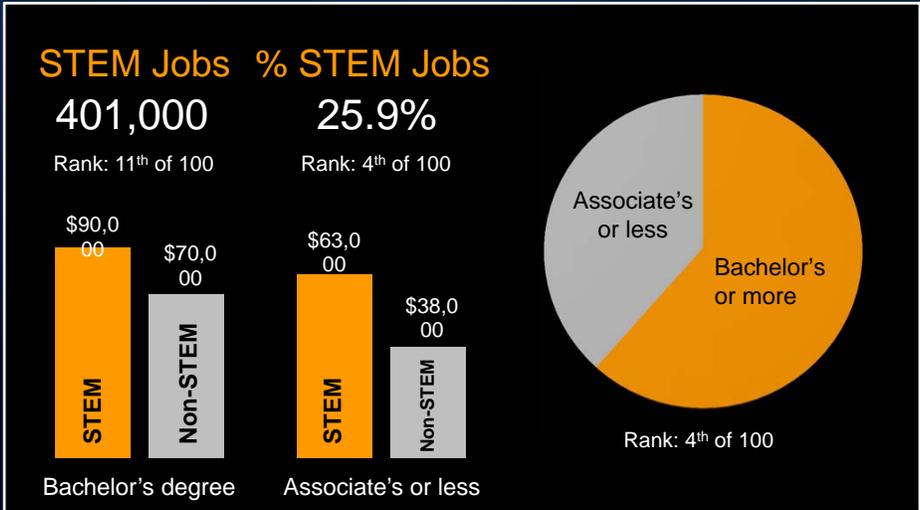
## A rising share of good-paying jobs demand STEM skills



Wage premium, bachelor's or higher STEM jobs vs. non-STEM jobs with similar educational requirements: **+14%**

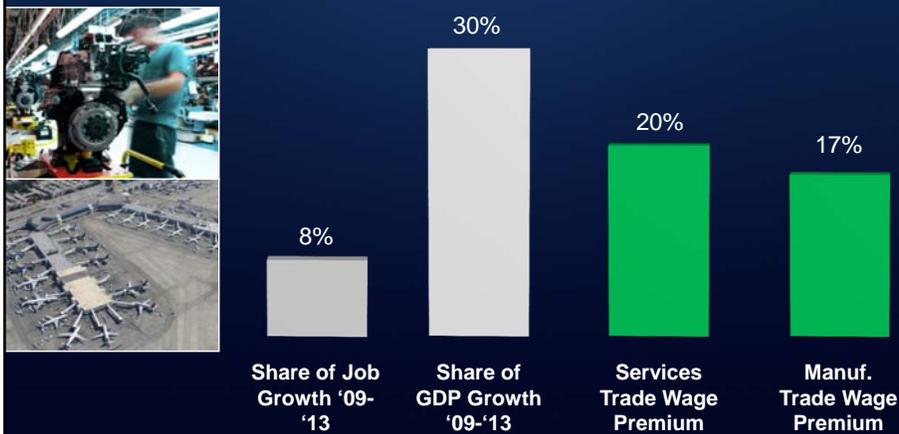
Wage premium, sub-bachelor's STEM jobs vs. non-STEM jobs with similar educational requirements: **+10%**

## A large share of jobs in the Seattle region are in STEM fields, and pay better than other jobs

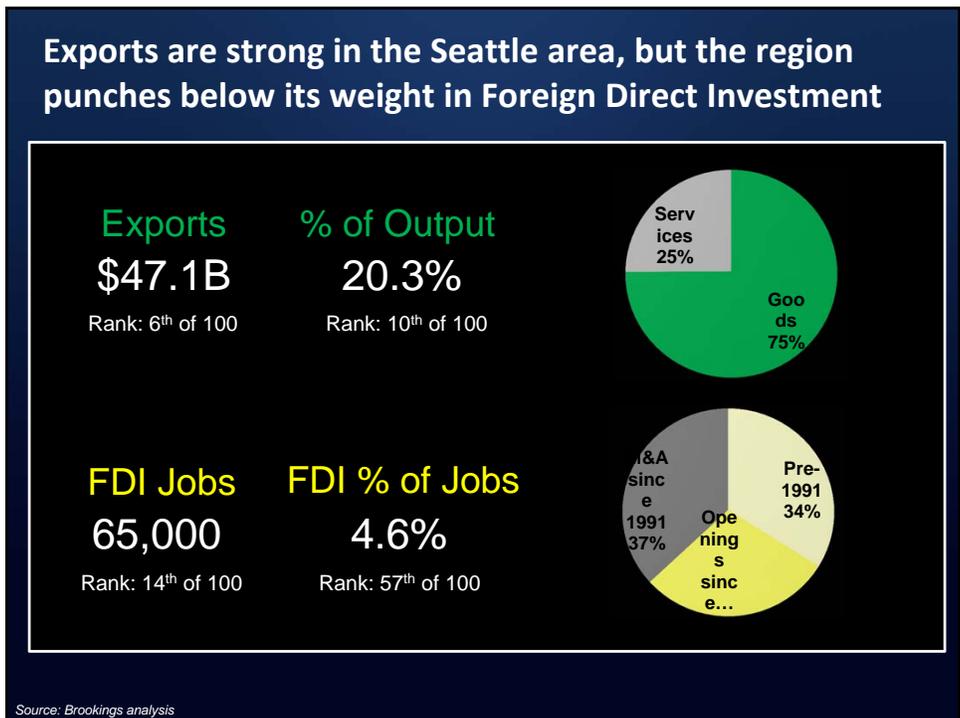
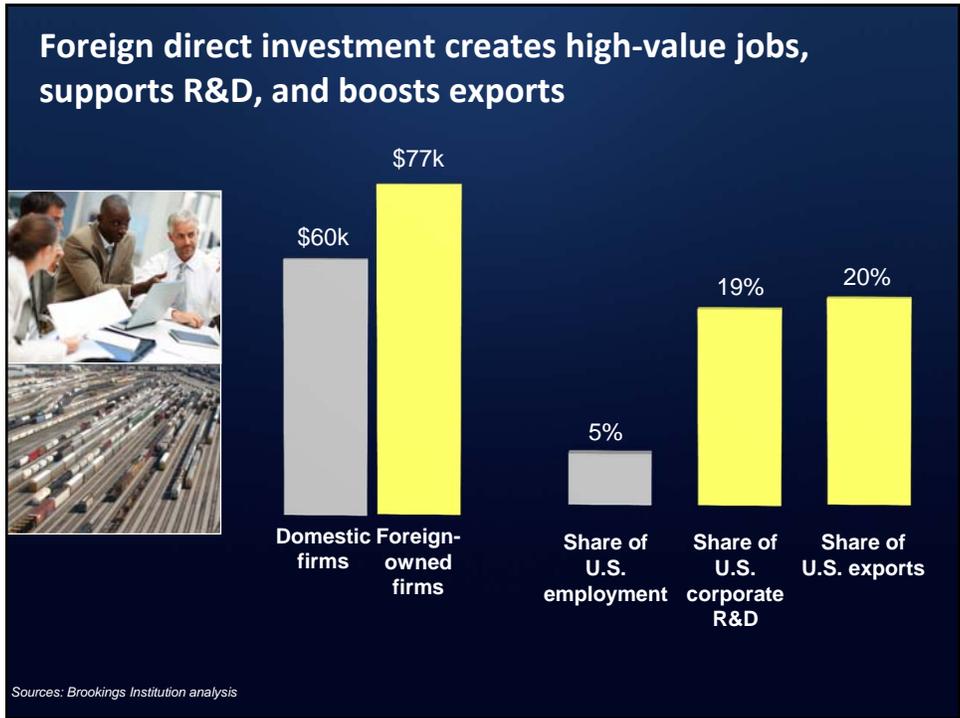


Source: Brookings analysis of Moody's data

## Exports create jobs, generate income, and support high wages



Sources: Moody's Analytics; Brookings "Export Nation"; J. Bradford Jensen, "Global Trade in Services," Petersen Institute for International Economics, 2011; David Riker, "Do Jobs in Export Industries Still Pay More?" ITA, 2010.



## These strengths/opportunities undergird key strategies in the Greater Seattle Global Trade and Investment Plan

### Double-down on broad-based regional economic collaboration

Build capacity of FDI Working Group, increase cross-jurisdiction work with FDI clients

### Convert export partners to investors in advanced industries

Deepen FDI focus on Asian market, leverage trade missions for FDI opportunities

### Help SMEs access new capital and export markets

Work with angel, VC, and financial institution investors to expand access to foreign capital

### Develop potential investor pipeline: int'l students, tourists

Coordinate between EDOs and tourism agencies; expand outreach to foreign students

### Leverage strong ties to China for increased investment

Pilot "investment education" seminars targeted at Chinese investors; create "ChinaSeattle"

## King County's sub-regions and cities have distinctive, globally relevant industry assets

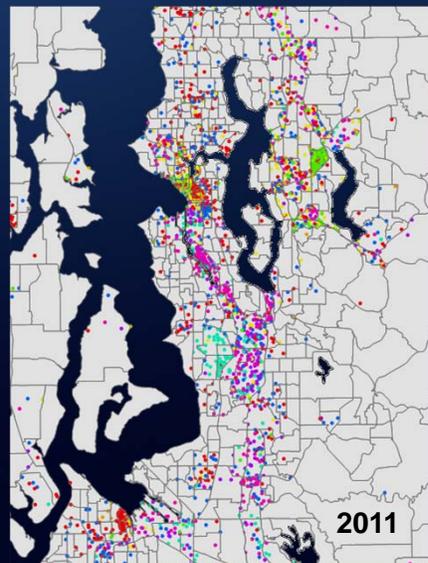
**Auburn/Kent/Renton:** Manufacturing, Wholesale

**Soundside:** Transportation/Warehousing

**Eastside:** Information, Professional Services, Wholesale

**Seattle:** Information, Professional Services, Higher Education

- Manufacturing
- Wholesale Trade
- Retail Trade
- Transportation and Warehousing
- Information
- Professional Services
- Educational Services
- Health Care and Social Assistance



## Ultimately, all these clusters rely on educated, skilled workers to thrive and compete globally

Seattle metro area data on job openings and education demand

59%

Share of job openings requiring post-secondary degree, 2012

Rank: 5<sup>th</sup> of 100

47%

Share of job openings requiring STEM skills, 2013

Rank: 10<sup>th</sup> of 100

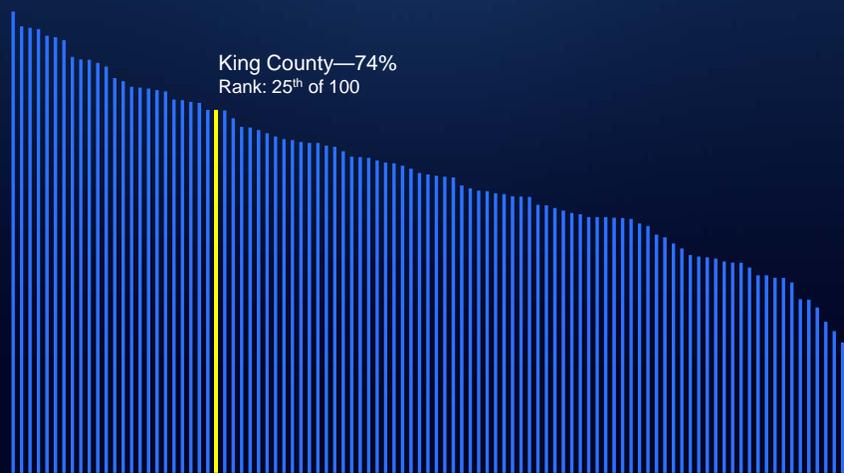
36%

Share of job openings requiring STEM skills and bachelor's, 2013

Rank: 12<sup>th</sup> of 100

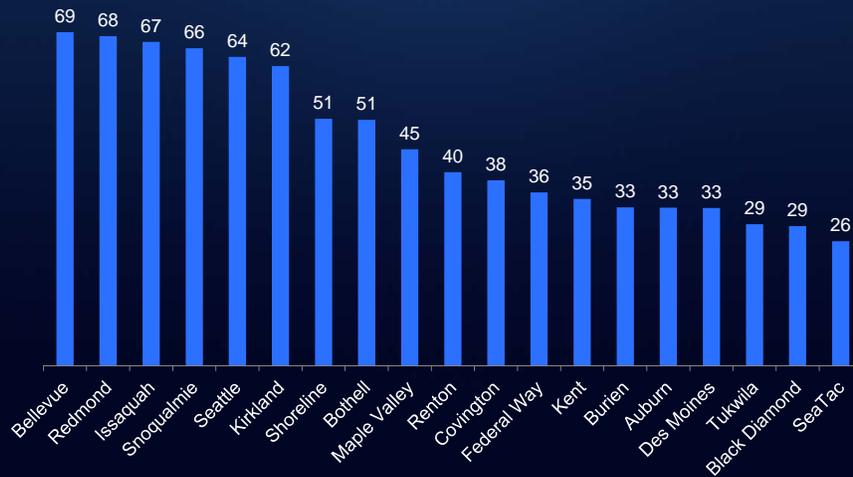
## King County has relied heavily on migrants to boost the ranks of its educated workers

Share of bachelor's holders born in state of residence, 100 largest counties, 2013



## Educational attainment distributes unequally across King County's cities

Share of adults with post-secondary degree, 2009-13



BEST STARTS FOR



The **ROAD MAP PROJECT**

**PUGET SOUND  
COALITION for**



**COLLEGE &  
CAREER READINESS**

BUILDING BRIDGES FOR ALL STUDENTS  
TO ACHIEVE POST-SECONDARY SUCCESS

[aberube@brookings.edu](mailto:aberube@brookings.edu)



Metropolitan Policy Program  
at BROOKINGS

[www.brookings.edu](http://www.brookings.edu)



May 13, 2015  
SCA PIC Meeting

## Item 8:

Service Guidelines Task Force

### ***Discussion Item***

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#### **SCA Staff Contact**

Katie Kuciemba, Senior Policy Analyst, [katie@soundcities.org](mailto:katie@soundcities.org), 206-433-7169

#### **SCA Representatives to the Service Guidelines Task Force**

Mayor Nancy Backus, Auburn; Mayor Fred Butler, Issaquah; Mayor Suzette Cooke, Kent; Deputy Mayor Chris Eggen, Shoreline; Mayor Jim Ferrell, Federal Way; Mayor Matt Larson, Snoqualmie; Mayor John Marchione, Redmond.

#### **Background**

The adopted 2015-2016 King County Biennial Budget included a proviso requiring the Executive to transmit a motion establishing a regional stakeholder transit Service Guidelines Task Force. The Task Force is tasked with considering the varied purposes and performance characteristics of different types of transit service. Target service levels on transit corridors are identified through a scoring system, with points assigned for 50 percent productivity, 25 percent social equity, and 25 percent geographic value. The Task Force will review how the geographic value and social equity standards have been incorporated into the adopted guidelines.

More background on the Service Guidelines Task Force objectives and membership can be found in the SCA staff memo from the [April 8, 2015 PIC](#) meeting.

The Service Guidelines Task Force will do this work in the first part of 2015 so that it can influence development of both [Metro's long-range plan](#), scheduled to be complete by mid-2016, and its service guidelines update, scheduled to be complete by April 2016.

#### **Timeline**

The Service Guidelines Task Force held its first meeting on March 4, 2015 and will continue to meet thru the end of June. The Service Guidelines Task Force is expected to submit a report with its recommendations for changes to Metro's service guidelines to the King County Executive and King County Council in July. Updates to Metro's strategic plan and service guidelines are expected to be transmitted to the County Council in December.

Previous meetings and topics were as follows:

1. Wednesday, March 4: Regional Transit Task Force recommendations and introduction to the service guidelines ([Presentation material](#))
2. Wednesday, April 1: Performance measurement and geographic value in Metro's planning process ([Presentation material](#))
3. Thursday, April 30: Social equity in Metro's planning process ([Presentation material](#))

Future meetings are as follows:

4. Thursday, May 21 – Bellevue City Hall, Room 1E-108 (3pm – 6pm)
5. Wednesday, June 3 – Bellevue City Hall, Room 1E-108 (3pm – 6pm)
6. Tuesday, June 16 – Bellevue City Hall, Room 1E-108 (3pm – 6pm)

#### Service Guidelines Task Force Meeting 3 - April 30, 2015

At the Task Force's third meeting, Metro reviewed how the service guidelines incorporate social equity. The social equity score is combined with scores for productivity (50 percent of the total) and geographic value (25 percent) to determine a preliminary target service level. If social equity factors were not included in the formula, over 50% of corridors would be identified as needing less investment.

Data shows that people with lower incomes and minority populations tend to rely more on public transit:

- Households in King County making less than \$35,000/year are 50 percent more likely to use transit than other income groups;
- Minority populations in King County are 40 percent more likely to use transit to get to work than non-minority populations.

In the Regional Transit Task Force (RTTF) Report, the RTTF defined social equity as “using transit service to address gaps in mobility, and to avoid or mitigate disproportionately high and adverse social, economic or human health impacts for populations that have limited transportation options, including youth, students, elderly, disabled, people of color, those with limited English proficiency, and economically disadvantaged communities. In addition to considering trip origins for people with limited transportation options, consideration should be given to destinations for employment, education, healthcare, social services and other civic engagement activities.”

In other words, the RTTF intended the social equity factor to be broader than just income and race. The RTTF also intended this factor to take into consideration not just a point of origin, but also at point of destination. But Metro's current method of looking at social equity is based solely on looking at level of income and percentage of persons of color at point of origin.

Metro determines low-income and minority census tracts in each corridor using the most recent and best available census data. Then, through a point system, a social equity score is assigned based on the percentage of low-income and minority people who board buses in those areas compared to the county average. If the low-income threshold is met, the corridor receives 5 “points.” If the minority threshold is met, the corridor receives 5 “points.” 26 corridors met thresholds for both low-income and minorities. 10 met only the minority threshold. 8 met only the low-income threshold.

In response to questions at the April 30, 2015 meeting, Metro stated that destination data is difficult to use in service guidelines analysis but that the process could benefit from a database of social service agencies.

Task Force members have been asked to weigh-in on the following questions about social equity:

- Should Metro account for social equity differently than it does now?
- Is Metro defining social equity correctly and are they using the appropriate measures in their analysis?
- Should changes to the service guidelines or the planning process be made to account for social equity objectives?
- Should additional social equity measures, such as locations of social service agencies, food banks, and medical services, be in the service guidelines?
- How can we better engage communities in transit planning?

Presentation materials can be found [here](#) and handouts [here](#).

At the conclusion of the April 30, 2015 meeting, it was [announced](#) that Metro plans to invest up to \$89 million for 69,000 additional hours of annual bus service in corridors that have been hit by recent service reductions. Approximately one-third of the 69,000 annual hours of new service could take effect as soon as this September, with the remaining amount to be added in March 2016 contingent on Metro's ability to purchase new coaches and hiring bus operators.

The April 30, 2015 meeting agenda was to include a discussion of "Transit System Values." But due to the lengthy conversation on social equity, that agenda item was not discussed.

### **Next Steps**

The fourth meeting of the Task Force will be held on May 21, 2015. The agenda will include a deeper discussion on geographic value, service types, and Park & Rides. The agenda may also include continued discussion of social equity, and will likely also include the discussion of Transit System Values that was not reached at the last meeting.

The fifth meeting of the Task Force will be held on June 3, 2015. The agenda will include discussion of alternative services and financial policies for the purchase of additional service. The agenda may also include a continued discussion of geographic value and social equity. The Task Force will also begin to consider draft recommendations.

The sixth meeting of the Task Force will be held on June 16, 2015. The agenda will include a discussion on draft recommendations. A seventh meeting will be scheduled if needed (as appears likely).

A final meeting of the Task Force will be held in the September/October timeframe to review and discuss draft changes to the Strategic Plan and Service Guidelines.

SCA staff will continue to attend Task Force meetings and provide briefings to members of the Public Issues Committee (PIC). More information on the Service Guidelines Task Force can be found [here](#).



May 13, 2015  
SCA PIC Meeting

**Item 9:**  
2015 Legislative Session Update  
***DISCUSSION ITEM***

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**SCA Staff Contact**

Katie Kuciemba, Senior Policy Analyst, [katie@soundcities.org](mailto:katie@soundcities.org), 206-433-7169

**Discussion Item:**

SCA staff will provide an update on issues currently before the 2015 legislature, specifically focusing on SCA's legislative priorities of a comprehensive statewide transportation package, sustainable public health funding and providing cities with adequate tools to provide needed municipal services.

**Background:**

The Washington State legislature ended the 2015 regular session on April 24 without an operating budget, capital budget and transportation revenue. The Governor called the legislature back for a 30-day special session on Wednesday, April 29 to deal with the operating budget, capital budget, transportation budget and a comprehensive statewide transportation package. If the Legislature has not completed its work within 30-days, the Governor can call a subsequent special session. The Legislature must reach an agreement on the Operating Budget prior to July 1, or the state government will shut down.

Though the 2015 regular legislative session ended with major work left undone, the Legislature did address the alignment of medical and recreational marijuana, oil train safety, flood control districts, and affordable housing bonds.

Marijuana

The legislature passed, and the Governor signed with a partial veto, [SB 5052](#) which aligns medical and recreational marijuana. The bill does the following:

- Requires licensed marijuana retailers to obtain a medical marijuana endorsement to allow them to sell medical marijuana to qualifying patients.
- Allows qualifying patients and designated providers to be entered into the Medical Marijuana Authorization Database and obtain an authorization card to allow them to have additional amounts of marijuana products, tax exemptions, and arrest protection.
- Reduces the amount of marijuana that a qualifying patient may possess depending on whether or not they have an authorization card or authorization from a health care professional for an additional amount.
- Eliminates collective gardens and replaces them with cooperatives which may only have four qualifying patients or designated providers and must be registered with the Liquor and Cannabis Board.

Not yet acted on is how the State will spend marijuana taxes and how much they'll share with cities and counties (see [HB 2136](#) below).

### Oil Train Safety

SCA adopted a position in support of oil train safety in 2014. The legislature passed [HB 1449](#) relating to the safe transport of hazardous materials. The bill changes the regulatory programs covering the overland and over-water transportation of oil. It requires railroads to do oil spill response planning and provide information to the Department of Ecology about crude oil transport activities. Additionally, it authorizes rule-making by the State Board of Pilotage Commissioners to require tug escorts for oil-laden vessels and rule-making by the Utilities and Transportation Commission to set safety standards for private railroad crossings. The bill has been delivered to the Governor for signature.

### Flood Control Zone Districts

The legislature passed [HB 1940](#) which would protect the King County Flood Control District's levy from suppression, as well as flood control districts within the Chehalis River basin. The protection from suppression would expire on January 1, 2023. SCA sent a letter urging the Legislature to adopt this legislation on March 12, 2015. HB 1940 was signed by the Governor on May 6 with a partial veto and goes into effect on 1/1/2018. The Governor's partial veto eliminated the protection from suppression January 1, 2023 expiration date.

### Affordable Housing Bonds

The legislature passed [HB 1223](#) which would allow King County to bond against future King County lodging tax revenues to acquire land and build workforce housing and has been signed by the Governor on April 25 and goes into effect on 7/24/2015. SCA adopted a position in support of this legislation in February 2015. This legislation will allow up to \$45 million in new housing funds to be released over the next six years to create and preserve affordable workforce housing in coordination with transit investments.

### **2015 Special Session**

The 2015 special session is dealing with issues Sound Cities Associated has expressed strong support for: a comprehensive statewide transportation package, sustainable public health funding and providing cities with adequate tools to provide needed municipal services. It is expected that the Legislature will take up the operating budget before either the capital or transportation budgets.

### Transportation Package

The Senate introduced a transportation package ([SB 5987](#), [SB 5988](#), [SB 5989](#)) that raises \$15 billion over 16 years and allocates funding for state and local projects, grant programs, multimodal options and provides authority for local jurisdictions to seek approval for new taxing authority. The Senate transportation package is also contingent on six reform bills moving forward and stipulates multimodal funding will automatically revert to roads funding if the Governor adopts, orders, or otherwise implements any fuel standard or sets carbon reduction requirements, including a low carbon fuel standard. The reform bills are as follows:

- Adds congestion relief and freight mobility to the transportation policy goal of mobility ([SB 5995](#));
- Modifies how the Washington State Department of Transportation (WSDOT) purchases new ferry vessels ([SB 5992](#));
- Directs WSDOT to streamline its permitting process ([SB 5996](#));
- Modifies when permits must be issued to WSDOT for transportation projects ([SB 5994](#));
- Modifies WSDOT project delivery methods ([SB 5997](#)); and
- Authorizes money in the Environmental Legacy Stewardship Account to be spent on stormwater permit compliance activities and fish passage barrier removal activities ([SB 5991](#)).

The Senate also passed two reforms that are part of the transportation package:

- Modifies the prevailing wage ([SB 5993](#)); and
- Exempts highway improvement and preservation projects from the sales and use tax ([SB 5990](#)).

The transportation package consists of three bills ([SB 5987](#), [SB 5988](#), [SB 5989](#)) that need to move forward in order for all the pieces of the transportation package to work. On April 13 the House introduced their [transportation revenue package](#) and passed it out of the House Transportation Committee on April 14. The House and Senate are negotiating a final package.

### Infrastructure

Governor Inslee allocated about \$70 million for the Public Works Trust Fund (PWTF) while the Public Works Board recommended funding for \$170 million in projects. AWC and others are working to protect and enhance the Public Works Trust fund. The 2015-2016 House Capital Budget provides \$69.7 million for the 2016 construction loan list and no funding for pre-construction or emergency loans. More information on the capital budget can be found [here](#).

### Marijuana

Representative Reuven Carlyle (D-Seattle) introduced [HB 2136](#) that would share a portion of the marijuana excise tax with local governments. The bill shares 30% of the excise tax revenue collected by the state with cities and counties per a distribution model that provides funding for jurisdictions based in-part on how much marijuana revenue is generated in their community by a licensed retail store. The distribution to local jurisdictions expires January 1, 2022.

Additionally, it allows for local authority for a city to reduce the buffer requirements for licensed marijuana businesses from 1,000 feet to 100 feet from recreation centers, child care centers, public parks, public transit centers, libraries and certain game arcades. However, the 1,000 foot buffer requirement for schools and playgrounds is maintained.

### 2015-2017 Operating Biennial Budget

Providing cities with adequate tools to provide needed municipal services such as the liquor excise tax, retaining streamlined sales tax mitigation, funding for public health and mental health are part of the budget discussions that are ongoing. In regards to the 1% property tax issue, no bills have been introduced but it is part of the ongoing budget discussions.

### House of Representatives 2015-2017 operating budget proposal

The House of Representatives released the 2015-2017 biennial operating budget proposal ([HB 1106](#)) on March 27, more information on the proposal can be found [here](#). The House biennial operating budget totals \$38.8 billion and relies on nearly \$1.5 billion in new revenue. The budget proposal enacts a capital gains tax, increases taxes on service businesses and ends several tax breaks. The capital gains tax would be a 5% tax on capital gains and would exempt most sales of primary residences and retirement funds beginning January 1, 2016. The proposal also includes a 1.5% to 1.8% increase in the B&O tax on service businesses such as doctors, lawyers and architects. The budget also repeals a sales tax exemption on bottled water, limits sales tax breaks for Oregon residents who purchase small items in Washington, and eliminates tax breaks for travel agents, tour operators and resellers of prescription drugs.

Additionally, the proposal puts \$1.4 billion towards McCleary and adds \$100 million for mental health care, including \$35 million for more beds at community mental health facilities and \$23 million to add beds at state hospitals for court-ordered competency exams and restoration. The proposal funds state revenues shared with cities such as liquor revenue, streamlines sales tax mitigation, city-county assistance, municipal criminal justice, and provides cities and counties with \$6 million annually in marijuana excise tax revenues. Absent from the 2015-2017 biennial operating budget proposal is a 50 cent-per-pack cigarette tax increase and a proposed tax on e-cigarettes.

### Senate 2015-2017 operating budget proposal

The Senate released the 2015-2017 biennial operating budget proposal ([SB 5077](#)) on March 31, more information on the proposal can be found [here](#). The Senate biennial operating budget totals \$38 billion with no new revenue. The Senate proposal makes \$381 million in transfers and some of the largest transfers include: (1) \$200 million from the Public Works Assistance Account; (2) \$67 million from the Life Sciences Discovery Fund; (3) \$29 million from redirecting health premium resources back to the general fund from the Health Benefit Exchange; (4) \$24 million from maintaining liquor excise tax distributions to local governments at current levels; (5) \$20 million from the Treasurer's Service Account; and (6) \$300 million in tax revenue from legal sales of marijuana. Additionally, the Senate proposal rejects the labor contracts negotiated by Governor Inslee with state workers. The contracts apply to about 50,000 state employees and about 40,000 other union employees that are paid by the state to provide services such as home health care and child care.

The proposal includes \$1.3 billion for McCleary; \$115 million for homecare worker increases and energy parity; \$90 million for mental health related programs; and \$36 million for the adult family home and child care collective bargaining agreements.

### House Bill 2156 – Promoting the fiscal sustainability of cities and counties (omnibus)

[HB 2156](#) contains a number of provisions designed to help cities and counties, including restoration of liquor profit revenue sharing to historic levels, providing counties with utility tax authority, cost recovery for nuisance abatement, cost recovery for commercial public records

requests, authorization for the Cultural Access Fund, mental health tax, and several county-specific tax authorizations. HB 2156 has been reintroduced during the special session.

**Next Steps**

Additional and up-to-date information will be provided at the May 13, 2015 PIC meeting.



May 13, 2015  
SCA PIC Meeting

**Item 10:**  
Future Levies and Ballot Measures in King County  
**Discussion Item**

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**SCA Staff Contact**

Deanna Dawson, SCA Executive Director, [Deanna@soundcities.org](mailto:Deanna@soundcities.org), 206-433-7170

**Discussion Item:**

Members will have an opportunity to update the PIC in regards to upcoming ballot measures.

**Background:**

The purpose of this item is to provide information for SCA member cities on upcoming ballot measures. This item will be an ongoing, monthly item on the PIC agenda.

**Potential Future Ballot Measures as reported by SCA Cities**

Year	Month	Measure
2015	August	City of Redmond Levy – parks and public safety
2015	November	Bothell Parks Levy
2016	Spring	Kent Fire Department Regional Fire Authority – Fire Benefit Charge
2016	Spring	Renton Regional Fire Authority
2016	April	Tukwila Regional Fire Authority
2016	Spring	Highline School District
2018		Shoreline School District Operations Levy
2018		Shoreline School District Capital Levy

**Potential Future Ballot Measures as reported by King County**

Year	Month	Jurisdiction	Measure
2015	November	King County	Best Start for Kids Initiative
2015	November	Seattle	Bridging the Gap transportation levy (renewal)
2016		Seattle Schools	District operations and capital levies (renewal)
2016		Seattle	Low-income housing (renewal)
2017		King County	Veterans and Human Services Levy (renewal)
2018		King County	AFIS Levy (renewal)
2018		Seattle	Families and Education Levy (renewal)

## Recent Ballot Measure Results

- **King County Public Safety Radio Emergency Network (PSERN) Radio Replacement**
  - Passed (65% approval)
- **City of Covington Transportation Benefit District**
  - Failed by 103 votes (48% yes, 52% no)
- **City of Sammamish Advisory Vote re Adoption of Initiative and Referendum**
  - 55% approval
- **Klahanie Annexation – City of Sammamish**
  - Passed (86% in favor of annexation)
- **South King Fire District – capital and equipment replacement**
  - Failed (57% approval, needed 60% to pass)
- **Enumclaw School District Capital Levy**
  - Passed (60.03% approval – needed 60% to pass)

### Next Steps

SCA staff will update this document on a regular basis. Please share this information with your city, and provide information on upcoming elections in your city to Katie Kuciemba, SCA Senior Policy Analyst, at [Katie@soundcities.org](mailto:Katie@soundcities.org).

**Item 11:**

SCA Issues for 2015

***DISCUSSION ITEM***

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**SCA Staff Contact**

Deanna Dawson, Executive Director, office 206-433-7170, [deanna@soundcities.org](mailto:deanna@soundcities.org)

**Discussion Item:**

SCA staff is seeking feedback on issues members would like the PIC to consider in 2015.

**Background**

At the January 14, 2015 Public Issues Committee (PIC) meeting, SCA Executive Director asked members to note any issues PIC should consider in 2015. Following is a list of issues members noted at that meeting, and at subsequent meetings. SCA staff will keep this list updated throughout the year. This will be an ongoing, monthly PIC item.

**Ongoing Issues for 2015:**

- Homelessness
  - Identified at 1/14/2015 PIC
  - Previously on agenda 2/11/2015, 3/11/2015, 4/8/2015
  - Committee to End Homelessness Strategic Plan on for potential initial action in May, with possible final action in June
  
- Best Starts for Kids Levy
  - Identified at 1/14/2015 PIC
  - Pre-PIC item 4/8/2015
  - On for discussion at May PIC, where members will discuss whether to bring back for possible action in June and July
  
- Food Policy
  - Identified at 1/14/2015 PIC
  - PSRC Regional Food Policy Council Blueprints were on agenda for 2/11/2015 as an informational item
  - At April PIC, it was suggested that PIC have a future briefing on the King County Local Food Initiative
  - Future items may come back to PIC in 2015
  
- Sound Transit 3
  - Identified at 1/14/2015 PIC, discussed at April PIC
  - A briefing on ST3 will come to PIC as a pre-PIC workshop and/or discussion item

- Service Guidelines Task Force
  - Pre-PIC item 3/11/2015, monthly updates will be provided to PIC
  - SCA staff will monitor and provide updates
  
- Metro Long Range Plan
  - Pre-PIC item on 3/11/2015
  - SCA staff is monitoring, and will bring back to PIC as more details become available
  
- Solid Waste Comprehensive Plan
  - Pre-PIC workshop on 5/13/2015
  - Will be coming back to PIC for discussion, possible action at future PIC meetings
  
- Law Enforcement Assisted Diversion (LEAD)
  - Identified at 4/8/2015 PIC
  - Will be a Pre-PIC item on 6/10/2015
  
- Puget Sound Clean Air Agency (PSCAA)
  - Identified at 4/8/2015 PIC
  - Board discussed at April meeting, staff will be providing feedback to PSCAA staff based on the discussion at PIC and Board
  - SCA staff will monitor and provide updates to PIC
  
- Regional Law Safety and Justice Committee (RLSJC) issues
  - Identified at 4/8/2015 PIC
  - SCA staff will work with committee members to schedule future PIC items
  
- Funding for roads in unincorporated King County
  - Identified at 4/8/2015 PIC
  - This item was discussed at length at April 2015 SCA Board meeting
  - Was also discussed at May 2015 City Managers meeting, and that group will have an upcoming presentation
  - Will come back for discussion at a future PIC meeting, potentially as a pre-PIC workshop

**Items previously raised by PIC that appear to no longer be high priority for SCA:**

- Jail Management Plan
  - Identified at 1/14/2015 PIC
  - SCA Leadership has discussed with Executive. At this point, the proposal appears to have been shelved. SCA staff will continue to monitor and bring any new developments to PIC
  
- Medical Marijuana Edibles Regulation
  - Identified at 1/14/2015 PIC

- Will come to PIC if potential regulations come to the Board of Health

*Note: Staff will continue to monitor these items, and will add back onto the list if warranted.*

If you or your city have additional items to be added to this list, please contact Katie Kuciemba at [Katie@soundcities.org](mailto:Katie@soundcities.org).



May 13, 2015  
PIC Meeting

## Item 12a:

### Mental Illness and Drug Dependency (MIDD) Oversight Committee Update *Informational Item*

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#### SCA Staff Contact

Ellie Wilson-Jones, SCA Policy Analyst, [ellie@soundcities.org](mailto:ellie@soundcities.org), 206-433-7167

Staff report prepared by Doreen Booth, SCA Policy Analyst, [Doreen@soundcities.org](mailto:Doreen@soundcities.org), 206-433-7147.

#### MIDD Members:

Councilmember Dave Asher, Kirkland; Councilmember Martin Moore, Federal Way (alternate)

*Information in this report was taken in part from the "Mental Illness and Drug Dependency 7<sup>th</sup> Annual Report October 1, 2013—September 30, 2014" approved by the MIDD Oversight Committee in March 2015.*

#### History of the MIDD

In the late 1990s/early 2000s, inadequate state funding of local mental health and substance abuse programs led to large numbers of untreated individuals being arrested, jailed and hospitalized. In 2005, Washington State passed a law allowing counties to collect a councilmanic sales tax for providing new or expanded mental health and chemical dependency services and therapeutic courts to reverse this trend. The King County Council authorized such a sales tax levy collection for King County in November 2007. Enabling legislation for the MIDD required the development of a Mental Illness and Drug Dependency (MIDD) Oversight Committee to provide oversight of MIDD programs.

At one-tenth of one percent, the sales tax generates approximately \$45 million per year to fund strategies and programs as outlined in King County's MIDD Action Plan. The MIDD vision is to prevent and reduce chronic homelessness and unnecessary involvement with criminal justice and emergency medical systems while promoting recovery for persons with mental illness or chemical dependency. The MIDD sales tax expires on January 1, 2017.

#### 7<sup>th</sup> Annual MIDD Report

The King County Council requires an annual report on the strategies funded by MIDD funds. Of the 37 original strategies conceived by MIDD planners in 2008, 32 were operational in the sixth year of MIDD funding. Of the remaining 5 strategies, 2 strategies, Strategy 17a - Crisis Intervention Team/Mental Health Partnership and Strategy 17b - Safe Housing and Treatment for Children in Prostitution, were pilot programs that ultimately secured funding from other sources. Three youth strategies, Strategy 4a - Services for Parents in Substance Abuse Outpatient Treatment, Strategy 4b - Prevention Services to Children of Substance Abusing Parents, and Strategy 7a - Reception Centers for Youth in Crisis, remained on hold due to budgetary considerations. In 2015, the MIDD Oversight Committee is recommending using part of the fund balance to implement Strategy 7a. A detailed review of the 2013/2014 work of the

MIDD is found in the "[Implementation and Evaluation Summary for Year Six, October 1, 2013—September 30, 2014.](#)"

### **2015 MIDD Activities**

In 2014, due mainly to higher than anticipated sales tax revenues and in part from savings from some MIDD strategies being underspent, MIDD experienced an unexpectedly high fund balance of approximately \$11 million. MIDD Oversight Committee members asked for an opportunity to discuss the use of the available fund balance. In response to those concerns, MIDD convened a working group to address recommended uses of the fund balance. The final report of the Fund Balance Working Group is included as [Attachment A](#). After taking into account required reserve amounts and commitments to fund facilities in response to a state Supreme Court decision on boarding mentally ill patients, the MIDD Oversight Committee had an additional \$4.1 million to allocate. MIDD is making a recommendation on the use of the fund balance to the King County Executive and the King County Council, proposing that the money be used to restore funding for strategies reduced in previous years and to expand services. MIDD is also proposing to fund Strategy 7a, a reception center for youth in crisis. The King County Council will make the final decision on the use of MIDD funds.

MIDD is proposing to fund strategies to expand access to mental health and chemical dependency services (strategies 1.a.1 and 1.a.2). MIDD is also proposing to restore funding for the following strategies: domestic violence and mental health services (13.a), mental health crisis next day appointments services (1.d), sexual assault and mental health and chemical dependency services (14.a), and emergency room substance abuse early intervention services (1.c). Finally, the MIDD proposes to fund inflationary adjustments to non-county MIDD providers and contractors for the 2015-2016 biennium.

### **MIDD Reauthorization**

The MIDD sales tax levy expires on January 1, 2017. On March 9, 2015, the King County Council approved Ordinance 2015-0049, setting out requirements for MIDD to inform future discussion of the potential renewal of the sales tax levy. The ordinance requires three written deliverables: (1) a retrospective analysis of the MIDD strategies and programs and policy goals due no later than June 30, 2016; (2) a prospective plan for recommended new and revised strategies and program due no later than December 1, 2016, and; (3) a mid-point progress report on the deliverables required under (1) and (2) due no later than November 5, 2015.

At the March 26, 2015 MIDD Oversight Committee meeting, MIDD members had a discussion about the process of levy reauthorization. MIDD staff is preparing a MIDD 101 presentation and will be asking for opportunities to speak to city councils in upcoming months to discuss MIDD programs and any changes elected officials would like to see in the program. If you have any input you would like to provide, or if you would like a presentation to your city, please contact Ellie Wilson-Jones, [ellie@soundcities.org](mailto:ellie@soundcities.org).

### **Attachment**

#### **A. [MIDD Fund Balance Working Group Report](#)**

**Report to Mental Illness and Drug Dependency Oversight Committee  
From the Fund Balance Work Group  
February 26, 2015**

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**Background**

**2015-2016 County Budget Process:** At the October 23, 2014 Mental Illness and Drug Dependency (MIDD) Oversight Committee meeting the Committee received a briefing from County staff regarding the 2015-2016 Executive biennial budget proposal that was before the Council for consideration and adoption. During that discussion, the 2015-2016 proposed budget MIDD fund financial plan was distributed.

During the discussion, it was noted that the MIDD fund was showing an estimated ending fund balance for 2013-2014 of just over \$11 million, which would be carried over into 2015-2016. Consequently, the proposed 2015-2016 budget included using \$1.2 million of MIDD fund balance for the development of a 16-bed Evaluation and Treatment (E&T) facility necessitated by the August 2014 state Supreme Court ruling that hospital “boarding” of individuals experiencing a mental health crisis, absent medical need, is unlawful. The financial plan also reflected an assumption of \$3.6 million reserved for two items: (1) \$1 million reserved for technology needs associated with the state mandated behavioral health integration; and (2) \$2.6 million for additional capacity for inpatient psychiatric beds, in addition to the required MIDD stabilization reserve of \$5.8 million.

Several members of the MIDD Oversight Committee expressed frustration that they were not made aware of an ending undesignated fund balance for 2014 along with concern that the proposed 2015-2016 budget request was not provided to them prior to, or concurrent with, the Executive’s transmittal of the budget to the Council for consideration and adoption.

The MIDD Oversight Committee discussed whether to take a formal position on the Executive’s proposed budget. There was consensus that the Oversight Committee needed to have more discussion and analysis to identify their priorities for funding. The Committee acknowledged the need for focused discussion and review, likely through a subcommittee process.

At the December 11, 2014 MIDD Oversight Committee meeting it was announced that a MIDD Fund Balance work group would be forming to review the MIDD fund’s financial state and develop recommendations for the Executive and Council to use as they consider use of MIDD fund balances.

**MIDD Strategy Reductions 2011 and 2014:** During the 2011 budget process, many MIDD strategies were reduced, necessitated by declining revenues to fund (due to the recession) and increased demands on the fund due to supplantation. The strategies reduced in 2011 have not yet been fully restored to their original budgeted levels.

The 2011 budget reductions were primarily based on a scoring prioritization process created by a MIDD subcommittee in 2010. There were significant concerns raised about how the prioritization process was implemented; however because the process did not include a means to appeal the

prioritization outcomes, decisions were final. The 2011 budget reductions have remained in place for most of the reduced strategies.

A 2013 MIDD prioritization process occurred, but instead of ranking or rating strategies, criteria or “guiding principles” were identified. Through slightly increased revenues and reduced spending on MIDD administration, only two strategies were reduced in the 2013 process. The basis of those reductions was an assumption of the number of non-Medicaid individuals who would move to Medicaid under the new ACA rules, which has not fully borne out. It was the consensus of the work group that the ACA related budget reductions taken in the 2014 budget have had disproportionate negative impact on certain populations not covered by the ACA. In 2014, MIDD strategies 1a1 and 1a2 were reduced based on Affordable Care Act (ACA) assumptions of the number of people moving on to Medicaid.

### **Participation and Process**

The Fund Balance Workgroup met starting in the first week of January 2015, and met weekly for five consecutive. The process was co-chaired by MIDD Oversight Committee member Merrill Cousin and Mental Health, Chemical Abuse and Dependency Services Strategic Advisor Kelli Carroll. The participants of the work group are noted below:

#### **2015 MIDD Fund Balance Workgroup**

<b>Co-Chair: Merrill Cousin</b> , Executive Director, King County Coalition Against Domestic Violence	<b>Co-Chair Kelli Carroll</b> , Strategic Advisor, King County Mental Health, Chemical Abuse and Dependency Services Division
<b>Dan Satterberg</b> , King County Prosecuting Attorney	<b>Leesa Manion</b> , Chief of Staff, King County Prosecuting Attorney's Office
<b>Ann McGettigan</b> , Executive Director, Seattle Counseling Service	<b>Mike Heinisch</b> , Executive Director, Kent Youth and Family Services
<b>Bruce Knutson</b> , Director, Juvenile Court, King County Superior Court	<b>Brigitte Folz</b> , Director, Psychiatry and Behavioral Health, Harborview Medical Center
<b>Emmy McConnell</b> , Budget Analyst, King County Office of Performance, Strategy and Budget	<b>Andrea LaFazia-Geraghty</b> , MIDD Project Manager, King County Mental Health, Chemical Abuse and Dependency Services Division
<b>Mark Wirschem</b> , Juvenile Treatment Services Manager, King County Superior Court	<b>Lauren Davis</b> , Mental Health Advisory Board, Substance Abuse Advisory Board
<b>Jaime Garcia</b> , Executive Director, Consejo Counseling and Referral	<b>Liz Elwart</b> , Legislative Aide to King County Councilmember Rod Dembowski
<b>Barbara Miner</b> , Director, King County Department of Judicial Administration	<b>Wendy Soo Hoo</b> , Senior Principal Legislative Analyst, King County Council

**Charge:** Develop clear recommendations for Executive and Council on the potential use of MIDD fund balance that can be used to guide budget and financial decisions involving MIDD fund balance.

**Timeline:** Recommendations drafted by February 26, 2015 MIDD Oversight Committee meeting:

- Meetings commenced first week of January through first week of February, occurring weekly
- Letter to Executive and Council from the MIDD co-chairs with recommendations as soon as possible after approval of final recommendations by the MIDD Oversight Committee

**Tasks:** The work group gathered and reviewed information as part of its work to develop recommendations. The information included:

- Budget and financial data and projections, including previous strategy reductions
- Previously developed MIDD Committee funding processes and guiding principles
- Existing county reserve policies
- Policy and financial decision making duties and role of the MIDD Oversight Committee

The work group reviewed the following considerations as it developed recommendations:

- Previous cuts to funded strategies
- Unfunded strategies
- Emerging priorities
- Expanded funding for existing strategies

### **Guiding Principles**

The Work Group team determined a set of guiding principles that informed its decision making and approach to making recommendations. The principles are outlined below:

**Prioritizing services for youth:** given the relative impact on youth of the unfunded strategies and reduced strategies, the group determined that services for youth are a priority for utilizing the MIDD fund balance.

**Addressing disproportionate impacts of non-Medicaid service cuts generated by the Affordable Care Act (ACA):** cuts to non-Medicaid services based on ACA assumptions are disproportionately affecting certain populations, impacting their ability to receive services. The group wishes to emphasize funding for these strategies.

**Ensuring equity for MIDD contracted providers:** While county operated programs have received inflationary adjustments over the life of their MIDD contracts, community providers have not. Consequently, in order to maintain contracted service levels as costs rise each year, providers have increasingly had to subsidize MIDD-funded programs.

### **Other Key Factors and Considerations**

In addition to the guiding principles above, the team identified other key factors involved in making recommendations on the use of MIDD fund balance:

**Efficiency/readiness to launch:** As the current MIDD expires at the end of 2016 and potential renewal is on the horizon, the team recognized that timing and readiness to launch is a factor for bringing strategies on line or expanding existing strategies. In order to operate as efficiently as possible, the team prioritized funding for strategies that could be started without delay.

**Preserving and enhancing existing strategies that were reduced:** Related to the time factor above and the fact that not all MIDD strategies are fully funded or operational, is the team's determination that rather than inviting new requests and ideas, priority consideration should be given to existing strategies that have significant impact on the intended populations and that have been reduced or strategies that have been put on hold. It was noted that while the MIDD has an existing New Strategy Process that was identified in 2008, the timeframe and staffing resources necessary to conduct the process exceeds what's available under the current MIDD investment plan. All existing and potential new strategies will be evaluated during the MIDD renewal planning process.

**Geographic distribution of services:** The recommendations take into account the county-wide nature of the services provided. All citizens of King County may utilize the services regardless of what area of they reside in.

**Amount of funding available:** Department of Community and Human Services fiscal staff prepared an updated financial plan (attached) for the work team. Using the figures from the financial plan the team assumed **\$4.1 million** in undesignated MIDD fund balance to be available for programming by the Executive and Council.

**Impact of State Legislative Session:** One important caveat regarding the assumption of available funding is that the potential exists for the state Legislature to make decisions that could greatly impact funding of mental health and substance abuse services across King County. Consequently, the team recognized that the actual MIDD fund balance available for programming may change dramatically should there be a need to utilize MIDD funds to address system cuts brought on by legislative action.

**Timelines and county processes:** The team operated on the assumption that proposals on utilization of fund balance would be assembled after the legislative session which slated to conclude on April 26, 2015; however, there is a general expectation that a special session may be likely, potentially extending the timeframe for legislative action. As soon as practicable after the conclusion of the legislative session, Executive staff would develop MIDD fund balance proposal(s) and transmit to the Council for consideration and action. Thus, given the expected length of the legislative session, and the county's timelines for transmittal and action on supplemental budget legislation, the team anticipated that MIDD fund balance resources would not be available for expenditure until late summer or early fall. Finally, it is worth noting that any MIDD fund balance proposal transmitted to the Council may be amended prior to adoption.

### **Findings and Recommendations**

The recommendations outlined below represent consensus decision making of the group, informed by analysis of data, application of the guiding principles, and in light of the other key

factors outlined above. The basis for each recommendation is shown. Please note all funding amounts, except for recommendation one, are as noted in the adopted MIDD Action Plan. A detailed discussion of the approach to strategy selection is included below. See attachment 4, MIDD Strategy Crosswalk for more information on budgeted and reduction amounts.

<b>Recommendation 1:</b> <b>Fund inflationary adjustments to non-county MIDD providers and contractors for the 2015-2016 biennium</b>	<b>Restoration Amount: \$2.1m</b>
<p>County agencies operating MIDD programs have received inflationary adjustments over the years while community providers have not. Consequently, partner agencies have been managing the erosion of MIDD funds while being expected to provide a constant level of services, resulting in provider subsidies of MIDD programs. Funding this recommendation would help with the sustainability of MIDD supported programs in the community.</p> <p><b>Basis:</b> Addresses financial inequities between community MIDD service providers and county MIDD service providers.</p>	

<b>Recommendation 2:</b> <b>Fund MIDD strategy 7a receptions center for youth in crisis</b>	<b>Restoration Amount: \$497,400</b>
<p>There is a grave need for mental health and substance abuse intervention for children and youth, especially for youth at risk of involvement with the justice system. The committee recommends allocating \$422,400 to implement what is essentially a limited youth reception center specifically targeting youth arrested for family violence, called the Family Intervention and Restorative Services Center or FIRS. These youth represent a significant portion of youth who would be eligible for diversion into a comprehensive reception center for youth. Under this proposal, juveniles who have been arrested on certain misdemeanor DV offenses (which usually involve assaults to parents and other family members rather than intimate partners) will be taken to a 24/7 alternative crisis center, as opposed to detention. There, they will be met by licensed social workers who will provide assessment (including mental health and substance abuse assessment) and crisis intervention specific to family violence, and facilitate the development of safety and service plans with youth and parents/caregivers, with the goal of preventing violent re-offenses and continued involvement in the criminal justice system. Significant planning has already been conducted, and the King County Prosecutor's Office asserts that this strategy could be up and running very quickly upon confirmation that funding is available. For more information on this proposed strategy see Attachment 2: FIRS White Paper. The remaining \$75,000 that is included in this recommendation reflects the original MIDD strategy to fund the study and design of a comprehensive youth reception center. That way if the comprehensive center is funded through MIDD renewal, implementation can begin more quickly.</p> <p><b>Basis:</b> Prioritizing services for youth; readiness to launch</p>	

<b>Recommendation 3: Fund selected previously reduced MIDD strategies</b>	<b>TOTAL Restoration Amount: \$1.1m</b>
With regard to recommendation 3 below, it is presumed that the restoration of funds to existing contracts will occur commensurate with the reductions sustained.	
<b>See details below</b>	

<b>Strategy 1a1: Expanding Access to Mental Health Services</b>	<b>Restoration Amount: \$600,000</b>
<p>This strategy was noted as a high priority because of the inability of the ACA to cover individuals who are ineligible for Medicaid due to their income, undocumented status, being immigrants or refugees, or older and disabled people on Medicare. Without this funding, those dealing with mental health issues who meet these criteria are at risk of not being treated or not receiving non-crisis outreach, medication management, and other support, which they need to maintain housing and to live safely and productively in the community. Without the services supported by this funding, there is a high risk that these individuals could become a danger to themselves or others in the community. The treatment of these individuals is consistent with the values and principles of King County's Race and Social Justice Initiative.</p> <p><b>Basis:</b> Addressing disproportionate impacts of non-Medicaid service cuts generated by the Affordable Care Act (ACA)</p>	

<b>Strategy 1a2: Expanding Access to Chemical Dependency Services</b>	<b>Restoration Amount: \$173,225</b>
<p>Among MIDD strategies that received reductions, the Fund Balance work group prioritized restoring cuts to strategies 1a1 (expanding access to mental health services) and 1a2 (expanding access to chemical dependency services-discussed below). 1a1 was voted as the top restoration priority, with 1a2 coming in as a very close second. The prioritization of these non-Medicaid treatment funds recognizes that there are client populations who are ineligible for Medicaid, but still very much in need of treatment. This includes new immigrants, individuals who are undocumented, and clients who are low income but don't meet the Medicaid threshold. Furthermore, there are some critical services along the care continuum that do not qualify for Medicaid reimbursement, such as certain crisis services.</p> <p>The work group recognizes that restoring substance abuse treatment dollars is especially important. While there are 2.5 times as many people in the general population with a mental illness as those with a substance use disorders, the mental health system receives six times the funding of the substance abuse system. Also, state budget cuts have disproportionately affected substance abuse treatment. In the state's proposed 2014-2015 budget, mental health was cut 0.5%, while substance abuse sustained 15% in cuts to its already substantially smaller budget. These disproportionate cuts have occurred despite the fact that cost savings associated with funding substance abuse treatment in the healthcare and public safety domains are well documented.</p> <p><b>Basis:</b> Addressing disproportionate impacts of non-Medicaid service cuts generated by the Affordable Care Act (ACA)</p>	

<b>Strategy 13a: Domestic Violence and Mental Health Services</b>	<b>Restoration Amount: \$60,000</b>
<p>Survivors of domestic violence are at extremely high risk of developing mental health and or substance abuse issues, as well as developing long-term physical health problems and/or becoming homeless. In addition, children exposed to domestic violence are at elevated risk of future violence and involvement with the criminal justice system. Providing early behavioral health screening and services for survivors can avoid well-documented long-term criminal justice, medical, and mental health costs. This strategy is the only MIDD strategy designed specifically for survivors of domestic violence, and it adopted an innovative, transformational model of placing mental health providers in domestic violence service organizations to assist survivors, including children who have witnessed violence. Without access to these on-site services, thousands of survivors and their children who are among the most at risk (as research shows that danger increases dramatically when survivors separate or initiate intervention) will not receive the critical mental health and substance abuse services they need.</p> <p><b>Basis:</b> Preserving and enhancing existing strategies that were reduced; prioritizing services for youth</p>	
<b>Strategy 1d: Mental Health Crisis Next Day Appointments and Stabilization Services</b>	<b>Restoration Amount: \$25,000</b>
<p>Restoration of Next day appointment (NDA) services is a critical component of the crisis system. NDAs allows for an restoration/enhancement of state-funded crisis stabilization services by providing follow up to an initial crisis service with timely direct crisis intervention, resolution, referral, and follow-up services. This help is available for individuals who are in crisis but may not be eligible for or need ongoing services. For those who do need ongoing services this can be a point of entry as long as the outpatient system has capacity. This service is used to divert costly inappropriate inpatient admissions.</p> <p><b>Basis:</b> Preserving and enhancing existing strategies that were reduced</p>	
<b>Strategy 14a: Sexual Assault and Mental Health and Chemical Dependency Services</b>	<b>Restoration Amount: \$100,000</b>
<p>Survivors of sexual assault and abuse are at extremely high risk of developing mental health and or substance abuse issues, and for involvement in the criminal justice and homeless service systems. Early intervention with survivors avoids significant long-term medical, mental health, criminal justice and social service costs. This strategy provides evidence-based mental health treatment specifically geared for survivors of sexual assault and abuse, including children, across King County. Currently, sexual assault programs cannot meet the demand for services; both MIDD funded programs report significant delays for sexual assault survivors seeking counseling services due to lack of capacity.</p> <p><b>Basis:</b> Preserving and enhancing existing strategies that were reduced; prioritizing services for youth</p>	

<b>Strategy 1c: Emergency Room Substance Abuse Early Intervention Program</b>	<b>Restoration Amount: \$144,500</b>
<p>This strategy supports the Screening, Brief Intervention and Referral to Treatment (SBIRT) program. SBIRT is a primary prevention universal screening model is highly effective with patients with moderate to hazardous alcohol/drugs, and provides a referral to assessment and treatment for those with more severe substance use disorders. Patients who need SBIRT show up in hospital Emergency Departments (EDs). Approximately 20% of adult patients in EDs screen positive for substance use disorders. Washington state emergency room data showed 1.2 days reduction in hospital days with the use of SBIRT, while other data shows decreases in hazardous or risky alcohol drug use including binge drinking. There are three EDs in King County using SBIRT through current MIDD 1c funding; restoration of funding would allow two additional sites to adopt SBIRT.</p> <p><b>Basis:</b> Preserving and enhancing existing MIDD strategies that were reduced.</p>	

<b>Recommendations Cost Summary</b>	
Recommendation one:	\$2,100,000
Recommendation two:	\$497,400
Recommendation three:	\$1,102,725
<b>Grand Total</b>	<b>\$3,700,125</b>

### Emerging Needs

As planning for the potential renew of MIDD gets underway, the work group urges that the following issues and/or service needs be considered in MIDD II planning.

- Adult suicide prevention
- Non-ACA covered (non Medicaid) populations
- Increasing providers/building system capacity
- Equity and social justice
- Racial disproportionality
- Financial and equity for provider partners
- Services for older adults
- Services for youth

### Conclusion

The work group coalesced around these recommendations after review and analysis of historical data and updated financial information. As directed by MIDD OC (noted above) have prepared these recommendations and analysis of them for review of the MIDD Oversight Committee at its February 26, 2015.

There was consensus on the recommendations by participating subcommittee members. The Subcommittee requests the MIDD OC accept/adopt these recommendations and forward them onto the appropriate King County leadership, requesting that the recommendations be used as King County prepares to utilize MIDD fund balance. While the work group recognizes that final decisions on use of MIDD fund balance resides with the Executive and the Council, the group provides its recommendations as advisory in nature, based on its collective experience and specific knowledge of the behavioral health system.

**Attachments**

1. MIDD Financial Plan
2. Strategy 7a Detail (from Adopted MIDD Action Plan)
3. Youth and Family Services Association Letter
4. FIRS Briefing Document
5. Juvenile Domestic Violence Alternative Center Briefing Document
6. MIDD Strategy Crosswalk