

Resolution No. 31060

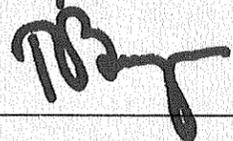
Resolution Number: 31060

A RESOLUTION adopting the Seattle Human Services Department Strategic Investment Plan Update 2008-2010 for the City of Seattle.

Related Legislation File: _____

Date Introduced and Referred: 5.5.08	To: (committee): Public Safety, Human Services & Education (PSHSE)
Date Re-referred:	To: (committee):
Date Re-referred:	To: (committee):
Date of Final Action: 5/12/08	Date Presented to Mayor: 5/13/08
Date Signed by Mayor: 5.20.08	Date Returned to City Clerk: 5.20.08
Published by Title Only <input checked="" type="checkbox"/>	Date Returned Without Concurrence:
Published in Full Text <input type="checkbox"/>	

The City of Seattle - Legislative Department

Resolution sponsored by: 

Committee Action:

Date	Recommendation	Vote
5/6	Adopted Resolution	TB, BH, NL

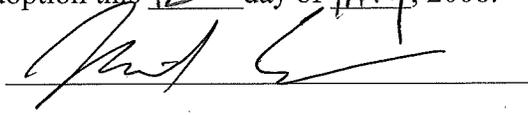
This file is complete and ready for presentation to Full Council. _____

Full Council Action:

Date	Decision	Vote
MAY 12, 2008	ADOPTED AS AMENDED 	9-0

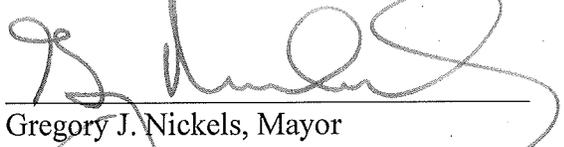
1 Section 1. The Seattle City Council hereby adopts the Seattle Human Services
2 Department Strategic Investment Plan Update 2008-2010, attached hereto as Attachment 1
3 (“Seattle Human Services Department Strategic Investment Plan Update 2008-2010”).

4 Section 2. Adopted by the City Council the 12th day of May, 2008, and signed by
5 me in open session in authentication of its adoption this 12th day of May, 2008.

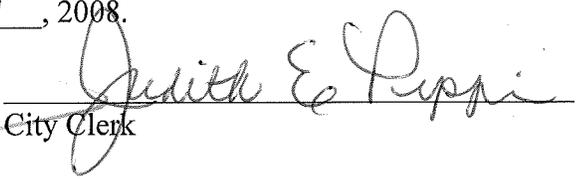
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8 President _____ of the City Council

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10 THE MAYOR CONCURRING:

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12 Gregory J. Nickels, Mayor

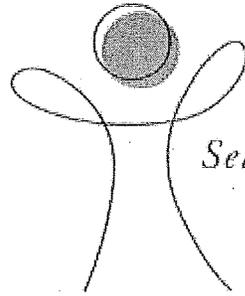
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14 Filed by me this 20th day of May, 2008.

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16 City Clerk

17 (Seal)

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24 Attachment 1 Seattle Human Services Department Strategic Investment Plan Update 2008-2010





Seattle **HUMAN**
SERVICES *Department*

Strategic Investment Plan Update

2008-2010

Updated May 2008



City of Seattle



"The moral test of a government is how it treats those who are at the dawn of life, the children; those who are in the twilight of life, the aged; and those who are in the shadow of life, the sick, the needy, and the handicapped."

– Hubert H. Humphrey

Strategic Investment Plan Update: 2008-2010

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Introduction

In late 2002, the Seattle City Council directed the Human Services Department (HSD) to develop a strategic plan to guide the City of Seattle's investments in human services.

Specifically, the plan was to include:

- A statement affirming the City's commitment to investing in human services;
- A programmatic and financial compilation of the City's current investments in human services;
- The City's goals, which should articulate what is expected to be achieved through the City's investments in human services; overall goals; and goals for specific lines of business and program areas;
- Comprehensive strategies for achieving these goals that look at how the City assists human service clients to improve the quality of their lives, as well as specific program measures;
- Systems that ensure program accountability including specific outcomes and performance measures at both the line of business and program level;
- Evaluation and financial tools that will allow the City to assess the effectiveness of its investments in human services; and
- A schedule for updating and evaluating the City's strategic investment plan for human services.

Over an eight-month period, HSD worked with staff from the Office of Policy and Management and Department of Finance to develop a Human Services Strategic Investment Plan (SIP). Community stakeholders, including clients, other public and private funders, human service providers and the faith community, contributed valuable perspectives and feedback. In early 2004, the SIP was approved by Mayor Nickels and adopted by the City Council via Resolution 30654.

Today, the SIP provides high-level policy direction for the City's investments in health and human services, helps identify the most effective strategies and programs, and encourages collaboration with funders, community-based service providers, and other partners.

Since its adoption in 2004, HSD has provided yearly status reports on progress towards implementing the recommendations included in the SIP. This 2008 – 2010 Strategic Investment Plan Update summarizes our progress and incorporates new priorities and initiatives, reflecting the current social and economic climate in our region.

To ensure our ability to assess the impact of our current policies on moving community indicators over time, this update does not include significant policy

changes. It does incorporate policy initiatives that were adopted by the City since the original document was adopted, including the City's Race and Social Justice Initiative, the Healthy Communities Initiative, the Immigrants and Refugees Initiative, the Ten-Year Plan to End Homelessness in King County, and the 2004 Families & Education Levy.

The following Policy Statement section of the SIP Update provides the context for the City's human services investments and charts the strategic direction we intend to pursue to meet the challenges of our times. The appendices provide more detailed information about the strategic direction and SIP framework.

Policy Statement

Through their city government, the people of Seattle invest in many different assets that together build a strong, vibrant community. They invest in public utilities to provide clean water and electrical power, in fire and police forces to protect public safety, and in streets, parks, libraries and other resources that enhance the quality of life in our neighborhoods. Among the most important investments our city makes are services that promote the health and well-being of our community's most vulnerable members –children, elders and those in need.

The Seattle Human Services Department (HSD) is the City department that works to ensure that our most vulnerable community members are free from hunger, safe in their homes, obtain education and job skills to be economically self-sufficient, and maintain adequate health to live independently and with dignity. To fulfill this mission, HSD acts as leader, funder and service provider.

As a leader, HSD believes that government can and should be a catalyst for change. Initiatives undertaken by the department include a focus on social justice that targets racism and disproportionality in communities of color, and addresses other root causes of poverty. As a funder, HSD makes strategic investments in the community. We contract with more than 200 community-based organizations to provide high quality programs and services designed to achieve specific outcomes. As a direct service provider, HSD limits its role to situations in which the fund source requires a municipality to serve as a provider; when no viable community-based organization is available to provide a service; or when City administration is necessary to access another City resource.

Our challenge is to fulfill these responsibilities with the limited resources available.

Historical Context: Human Services

The City of Seattle's involvement in providing human services began in earnest during the Boeing recession of the early 1970s, when tens of thousands of factory workers were laid off, unemployment reached near-record levels and thousands of families lost their homes because they could not afford to pay their mortgages. Poverty was not new to Seattle. Many civil rights activists, concerned about poverty, housing and equity issues, created grassroots community-based organizations to address these issues and advocate for their communities with the City government. The Boeing recession, however, brought the issue of poverty into sharp focus with policy makers and the general public. In response to that crisis, volunteer food banks, health clinics, and community action agencies sprang up to meet the urgent needs of Seattle's people.

The City did not have a legal mandate to provide human services, nor the experience in managing human service programs. Previously, human services were viewed as a state and federal responsibility. However, Seattle's leaders could not ignore the hardships that were so evident among the populace, and organized a City department for human services (initially named the Department of Human Resources) to help the nonprofit community agencies that were taking the lead in responding to the challenge. At first, the City's role was as a conduit for federal funding, secured by Seattle's legendary senators Magnuson and Jackson, for the city's poor and unemployed. In this role, the City helped to reduce the human impact of the recession and, in the process, built strong partnerships with community-based organizations that have endured for more than three decades.

With the election of the Reagan administration in the early 1980s, federal funding for human services began a precipitous decline. During that same period, another recession gripped the Seattle area, and the combination resulted in tremendous pressures on the city's food banks, health clinics, and other human service agencies. To make matters worse, increasing numbers of people without homes sought refuge in Seattle's shelters and on its streets – local evidence of a national epidemic of homelessness. Faced with these realities, Mayor Charles Royer and the Seattle City Council decided in 1984 to begin using the City's own General Fund resources to provide the "survival services" necessary to help those most in need.

As the City government and its nonprofit partners gained experience, they became more effective in managing the complexities of providing services to the increasingly diverse populations of Seattle and in creating strategies for *preventing* poverty, as well as treating its symptoms. Working together, these partners began to shift the emphasis from simply providing shelter, food, and basic medical care to a broader spectrum of services designed to reintegrate disadvantaged populations within the social and economic life of the community, and provide them with the tools to succeed.

During the 1990s, the City began to focus its human services funding to support other community goals, such as improving the educational system and strengthening families. Under the leadership of Mayor Norm Rice, the City created a Families and Education Levy, approved by Seattle voters in 1990, that provided nearly \$10 million a year for health care, family support workers, and other services for children and their families in direct support of the public schools. Today, the Families and Education Levy continues to fund many of the programs instituted in past levies. Under the leadership of Mayor Greg Nickels there is a sharper focus on preparing children to be ready for school, improving academic achievement, reducing disproportionality, and helping students complete school. Emphasis is placed on serving students and schools that have historically underperformed.

In the past several years, the City has focused on bringing City policies and investments into *alignment* with those of our partners, including King County and United Way of King County. The goal of alignment is to focus the community's resources on the most critical issues, and avoid duplication or wasted effort, so that more can be accomplished. An example of this effort is the *Ten-Year Plan to End Homelessness*. The Ten-Year Plan provides a framework for how the region will work together to address the issues that cause homelessness, and create the housing and supportive services needed to end homelessness. The plan is endorsed by City of Seattle, the Metropolitan King County Council and suburban cities throughout the county representing 84% of the county's population, as well as service organizations and faith communities throughout the county.

Hand-in-hand with that alignment is a focus on *measuring outcomes*, rather than simply counting the units of service provided. For example, if our goal is to reduce the number of homeless individuals, we should measure the number of people who find a permanent home, rather than counting the number of "bed nights" provided in our shelters. By focusing on outcomes, we can more accurately gauge what is working well and what must be improved, and make adjustments to become more effective.

Historical Context: Public Health

The City has long been involved in funding and overseeing public health services and activities in Seattle. For many years, the joint Seattle-King County Department of Public Health was administered by the City of Seattle. In the early 1990s, Washington State defined public health as county responsibility and King County assumed operational authority for the Health Department. Although it operates as a department of the King County government, Public Health – Seattle & King County remains a joint City-County department with both the King County Executive and the Mayor of Seattle appointing the director, with the concurrence of both the City and County councils.

King County has responsibility for core, regional public health services. The City's public health investments are voluntary and fund enhanced services for Seattle residents that King County does not provide as part of its regional core responsibilities. City funds also support greater service levels to increase the number of people in Seattle who are served.

In 2006, the City adopted the *Healthy Communities Initiative Policy Guide* that guides the City's public health efforts and investments. The Policy Guide outlines a vision, "*The People of Seattle will be the healthiest of any major city in the nation,*" and four goals: 1) Eliminate health disparities; 2) Promote access to clinical and preventive health services; 3) Protect and foster the health and well-being of communities; and 4) Support the fulfillment of other City goals.

In 2008, the City endorsed the King County Public Health Operational Master Plan, which establishes broad policies to prioritize and guide decision-making regarding public health services. The Master Plan is consistent with the City's Healthy Communities Initiative Policy Guide and reinforces the importance of addressing health disparities.

Race and Social Justice

In 2002, Mayor Nickels launched the Race and Social Justice Initiative (RSJI). The RSJI emphasizes the need to understand the historical and institutional factors that affect health and well-being, and how these factors may result in disparities and disproportionality in services to racial and cultural groups. The RSJI also promotes anti-racism and multiculturalism as assets and mandates that City departments examine programs and policies, including City investments, from an equity and anti-racist lens. HSD actively works towards developing an anti-racist, multicultural approach to policy and program development with the aim of reducing disparities and disproportionality, increasing access to our services, and treating all Seattle residents with dignity and respect.

Today's Climate and Challenges

In 2008, our City contributes nearly \$68 million annually to health and human services through its General Fund and the Families and Education Levy¹. Yet these resources, even when combined with the contributions of King County and United Way, fall well short of the need.

In the early part of the new millennium, our community faced two recurring challenges —the human impact of economic recession, and the devolution of federal and state responsibility for funding human services programs. The 2008 economic forecast indicates that the Puget Sound region will have slow but still positive economic growth in the next few years. However, the lack of affordable housing in Seattle, challenges for many to access living wage jobs - particularly jobs with health care benefits sufficient to meet family needs, the growth of our elder population, and the increasing complexity of human services needs, make the City's role in delivering human services challenging. Moreover, federal, and to a lesser extent state, responsibility continues to devolve to local communities, adding additional burdens on local funding. For example, federal Department of Labor funding for the Workforce Investment Act (WIA), a major source of funding for employment and training programs for low-income youth, has experienced significant reductions in the last five years due to federal cuts and formula driven changes impacting Seattle. Seattle's high employment rate

¹ This dollar amount refers to General Fund and Families and Education Levy dollars in the City's 2008 Adopted Budget.



and other factors are leading to an overall reduction of approximately 15% in WIA youth funding. Total reductions since 2003 are 25%. The Workforce Development Council has indicated that another 5% to 18% reduction in funding can be anticipated for 2008-09 fiscal year.

With a 5% increase in 2007 in the price of food and beverages locally (which translates at the grocery store to price increases of 29% for eggs, 7.4% for bread, and 23% for milk) more families struggle to put food on the table.² The demand for quality child care, employment, affordable housing, health care and elder care all continue to increase. In addition, the number of Seattle residents in need of vital culturally relevant and language-appropriate services to sustain themselves and their families continues to increase.

HSD must identify how its limited resources can have the greatest impact on the most critical problems. The SIP is intended to chart a course for meeting that challenge.

² Bureau of Labor Statistics, 2007

2008–2010 Plan and Recommendations

The 2008 – 2010 Strategic Investment Plan Update builds on work done in recent years to coordinate the efforts of the region's major human service funding agencies and service providers, and to concentrate energy and invest resources on the most critical issues facing our community.³ What follows are highlights of the plan and revised policy recommendations. The recommendations are primarily the same as those in the 2003 – 2004 plan with the following changes: the former Recommendation 5 is eliminated because the community partnership necessary for success did not materialize, and a new recommendation focusing on children has been added in its place.

In 2003, Seattle, King County and United Way worked together to develop a set of community goals and indicators. HSD continues to use these goals and indicators as a measure of our progress over time. Our first recommendation continues to focus the City's resources on achieving these goals.

Recommendation 1:

The City of Seattle targets its investments in human services to meet six community goals and will seek to influence a set of community indicators, mutually developed by the City, King County and the United Way in 2003.

Community Goals

The City of Seattle targets its investments in human services so that community members have:

- Food to eat and a roof overhead
- Supportive relationships within families, neighborhoods and communities
- A safe haven from all forms of abuse and violence
- Health care to be as physically and mentally fit as possible
- Education and job skills to lead an independent life
- Equal access to high quality, culturally competent services

³ See Appendix D for implementation and accomplishments of the 2003 – 2004 SIP

Figure 1. Relationship between Goals, Indicators, Strategies and Outcomes



By using the above framework for investing funds in human services, City staff are able to prioritize funding based on community goals and indicators.

Our second recommendation (below) continues HSD's commitment to a rigorous and systematic evaluation process for targeting future resources. As we measure the results of our efforts against the community indicators, we can determine which strategies are most effective, and make appropriate funding adjustments to achieve the greatest impact.

Recommendation 2:

The City of Seattle uses rigorous evaluation and performance-based contracts to ensure that City investments are achieving their intended results (See Appendix C: Investment and Accountability System).

To accomplish this, HSD will:

- Work with United Way, King County and other public and private funders to set specific targets for influencing a common set of community indicators.
- Invest in services that have clearly defined outcomes and performance measures.

⁴ Indicator evaluation is done in partnership with other funders and service providers through the Communities Count initiative to ensure investments evaluated are at a scale large enough to impact community-wide indicators. (See Appendix C: Investment and Accountability System).

- Set aside 1% of General Funds from every Request for Investment to fund evaluations. Our goal is to increase our capacity to conduct evaluations to assure the highest possible return on the City's human service investments. Our evaluation strategy includes both program area outcome evaluation to measure the effectiveness of various programs at achieving intended outcomes, and community indicator evaluation to measure the overall health of our community and the types of investments most effective in improving community conditions.
- Implement a program evaluation model designed in partnership with community stakeholders who will assist in developing evaluation questions, collecting data and analyzing results.

As we work to measure our progress over time, we will see which strategies and programs have the greatest impact on the social, economic and physical well-being of our residents. Investments will be redirected to reflect those findings. Becoming more disciplined in our analytical approach should also provide us with the knowledge to intervene earlier, when families and individuals first begin to experience difficulties, rather than when they must rely on emergency services.

Our third recommendation (below) has not changed and continues to signal the City's intent to shift a proportion of our City resources from emergency services to strategies that help families and individuals participate in the economic and civic life of the community.

Recommendation 3:

The City of Seattle recognizes the dual importance of the following funding objectives: preserving a safety net of essential emergency services and investing in programs that help vulnerable persons achieve economic and social success. The City will work to preserve a safety net of essential emergency services, and over time, strive to increase the percentage of its human services resources that are invested in programs that help vulnerable persons achieve economic and social success.

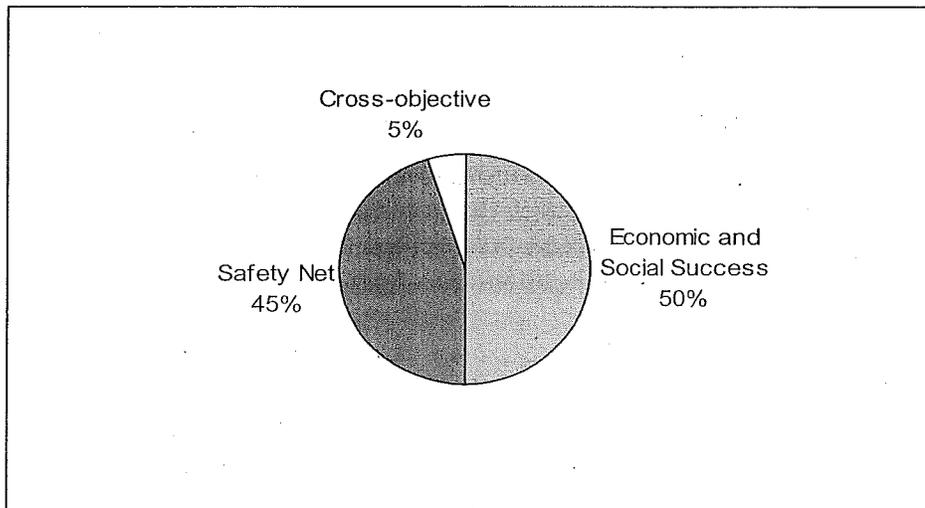
To that end, all City human service investments will focus on two objectives:

- ***Objective 1: Helping People Achieve Economic and Social Success***
The City will invest in prevention programs that help vulnerable persons *build a path to long-term success and self-sufficiency and address crisis prevention* – i.e., those services which prevent the kinds of problems that lead to crisis. Program examples include child care, youth and senior employment, rent and utility assistance, and health promotion.
- ***Objective 2: Preserving the Safety Net***
The City will invest in programs to help vulnerable persons maintain their

physical or economic independence and stability or address crisis intervention, i.e., those services that help people move out of crisis and towards independence. Program examples include supportive services for chronically homeless people, domestic violence assistance, and food banks.

A complete listing of strategies, programs and outcomes by objective and goal may be found in Appendix A.

Figure 2. 2007 City of Seattle Investment, including Public Health



Note: When public health funding is not included, the percentages are 43% for Safety Net and 57% for Economic and Social Success, figures which have held steady since 2004.

Through this policy, City investments in prevention programs and programs that build a path to long-term economic and social success will increase, and over the long term, the need for “safety net” services will be reduced.

For this strategy to be successful however, the state and federal government must continue to provide funding for safety net programs that they alone have the resources to provide. They must also support local efforts to develop innovative approaches to prevention that will ultimately reduce the need for safety net services. To ensure that state and federal funding for human services complement the City’s direction for human services, we will continue our current policy of advocating at the state and federal levels to provide a sufficient level of safety net funding.

Our fourth recommendation is new (below). It reflects the City’s commitment to focus resources on children and youth with the greatest needs. Research has demonstrated that early investments in children – quality child care and early learning that supports school readiness and early health care – result in a high rate of return. A strategy that emphasizes prevention and early intervention must begin with children and youth.

Recommendation 4:

Future City of Seattle investments in children and youth services will focus resources on children and youth with the greatest needs in order to reduce disproportionality in education, health and safety.

The City will work to reduce disproportionality in education, health, and public safety. By aligning human service investments with specific outcomes, we will be able to better target our investments to influence community indicators for low-income children and children of color. Specifically we will strive to increase rates of school readiness, academic achievement and high school completion and reduce rates of youth arrest and recidivism.

The City is now preparing to take the next step towards achieving the goal of school readiness of all children in Seattle. High quality, culturally relevant preschool for four-year-olds, set in the context of an early learning system, will be the centerpiece of the initiative. Seattle's Early Learning Initiative will align and utilize existing City investments and leverage state and philanthropic investments to achieve the goal of school readiness for all young children.

Our fifth recommendation (below) focuses on the Mayor's commitment to reduce disproportionality and racial disparities among children, youth, families and communities.

Recommendation 5:

The Seattle Human Services Department will incorporate anti-racist, multicultural perspectives in developing and evaluating policies and programs, and determining where its investments in health and human services will have the greatest impact.

Evidence shows that historical and institutional racism and lack of cultural competence impact the health and well-being of children, families, elders and entire communities. By analyzing and understanding these factors, we can work to eliminate their negative impact on our community. Incorporating anti-racist, multicultural practices into our policy and program investments will allow us to better serve our racially and culturally diverse community and create effective changes in the lives of our most vulnerable members.

Expected Accomplishments

Building upon strong partnerships and more than three decades of experience, the 2008 – 2010 Human Services Strategic Investment Plan will:

- Continue to focus City of Seattle human services investments on achieving six community goals, enabling HSD to measure progress over time.
- Influence a set of community indicators, e.g., increased academic achievement and high school completion rates for students of color and low-

income students, and increased percentage of people 65 years and older who have good health and quality of life.

- Invest in human service programs that measure outcomes rather than simply units of service.
- Improve evaluation methods and use the results to drive City human services funding decisions.
- Redirect funds to programs that achieve the best results.
- Increase the percent of funds invested in programs that lead to economic and social success, resulting in a reduction in human suffering and long-term financial savings.
- Guide HSD's policies and programs to create equity in access and outcomes, decrease disproportionality and disparities, and treat all members of our community with dignity and respect.

Appendices

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APPENDIX A

STRATEGIES, PROGRAM AREAS, AND OUTCOMES FRAMEWORK

BY OBJECTIVE AND COMMUNITY GOAL

Objective 1: Economic and Social Success

COMMUNITY GOAL	STRATEGY	PROGRAM AREA	OUTCOMES
Goal 1: Food to eat and a roof overhead	Prevent homelessness	Rent Assistance Eviction Prevention/Tenant Stabilization Utility Assistance	<ul style="list-style-type: none"> ✓ People at risk of becoming homeless retain stable housing. ✓ Homeless families/individuals secure and establish stable housing ✓ People transitioning out of homelessness secure permanent housing ✓ People have access to community services and activities
	Reduce hunger	Summer Breakfast and Lunch Program	<ul style="list-style-type: none"> ✓ Children are able to meet their nutritional needs during the summer months

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STRATEGIES, PROGRAM AREAS, AND OUTCOMES FRAMEWORK

BY OBJECTIVE AND COMMUNITY GOAL

Objective 1: Economic and Social Success

COMMUNITY GOAL	STRATEGY	PROGRAM AREA	OUTCOMES
Goal 2: Supportive relationships within families, neighborhoods and communities	Increase participation of children and youth in out-of-school time programs	After-School and Summer Programs	<ul style="list-style-type: none"> ✓ Youth/children develop and strengthen social skills ✓ Students develop/strengthen skills and/or habits that support academic success ✓ Educationally at-risk students make academic progress ✓ Parents/guardians participate in children's learning
	Improve safety of high-risk middle and high school youth	Youth Asset Development and Educational Support Youth Outreach and Case Management Youth Employment and Training	<ul style="list-style-type: none"> ✓ Youth/children develop and strengthen social skills ✓ People are connected with their communities ✓ Educationally at-risk students make academic progress ✓ Youth learn and incorporate behaviors and skills that foster violence-free interactions ✓ Youth prepared to obtain and sustain employment



APPENDIX A

STRATEGIES, PROGRAM AREAS, AND OUTCOMES FRAMEWORK

BY OBJECTIVE AND COMMUNITY GOAL

Objective 1: Economic and Social Success

COMMUNITY GOAL	STRATEGY	PROGRAM AREA	OUTCOMES
Goal 2: Supportive relationships within families, neighborhoods and communities (cont.)	Ensure children are ready for kindergarten	Child Care Subsidies for Working Families Child Care Quality Early Childhood Literacy Homeless Child Care Kindergarten Readiness Family Child Care Nutrition Program	<ul style="list-style-type: none"> ✓ People are able to secure affordable care ✓ People have access to community services and activities ✓ Parents/guardians acquire/strengthen parenting skills ✓ Parents/guardians participate in children's learning ✓ Young children are prepared to enter kindergarten ✓ Infants/young children meet developmental milestones ✓ Young children are prepared to enter kindergarten ✓ People meet their basic food needs
Goal 2: Supportive	Build strong family and community support for	Family Centers	<ul style="list-style-type: none"> ✓ Parents/guardians acquire/strengthen

APPENDIX A

STRATEGIES, PROGRAM AREAS, AND OUTCOMES FRAMEWORK

BY OBJECTIVE AND COMMUNITY GOAL

Objective 1: Economic and Social Success

COMMUNITY GOAL	STRATEGY	PROGRAM AREA	OUTCOMES
relationships within families, neighborhoods and communities (cont.)	children	Immigrant and Refugee Family Support Homeless Family Counseling Teen Parent Support	parenting skills ✓ Family members have healthy, nurturing relationships with each other ✓ People are connected to their communities ✓ Parents/guardians participate in their children's learning ✓ Educationally at-risk students make academic progress ✓ Youth are prepared to obtain and sustain their employment
	Improve children and youth mental health and decrease high risk behaviors	Youth Mental Health Counseling Reinvesting in Youth LGBTQ Youth Support	✓ Youth/children and/or their families acquire/strengthen coping abilities ✓ Youth/children develop/strengthen social skills ✓ People are able to maintain the highest possible quality of life ✓ People acquire/strengthen concrete job skills



APPENDIX A

STRATEGIES, PROGRAM AREAS, AND OUTCOMES FRAMEWORK

BY OBJECTIVE AND COMMUNITY GOAL

Objective 1: Economic and Social Success

COMMUNITY GOAL	STRATEGY	PROGRAM AREA	OUTCOMES
Goal 2: Supportive relationships within families, neighborhoods and communities (cont.)	Organize neighborhoods to address and prevent crime	Crime Prevention	<ul style="list-style-type: none"> ✓ People are educated about violence, abuse and/or neglect ✓ Youth learn and incorporate behaviors and skills that foster violence-free interactions ✓ People have access to community services and activities ✓ Homeless people meet emergency/immediate shelter needs ✓ Youth/children develop/strengthen social skills ✓ People are connected to their communities ✓ Educationally at-risk students make academic progress ✓ People are able to maintain the highest possible quality of life
Goal 3:	Build community support to	Domestic and Sexual	<ul style="list-style-type: none"> ✓ People are educated about violence, abuse

APPENDIX A
STRATEGIES, PROGRAM AREAS, AND OUTCOMES FRAMEWORK
BY OBJECTIVE AND COMMUNITY GOAL
Objective 1: Economic and Social Success

COMMUNITY GOAL	STRATEGY	PROGRAM AREA	OUTCOMES
A safe haven from all forms of violence and abuse	end domestic and sexual violence	Violence Prevention	and/or neglect
Goal 4: Health care to be as physically and mentally fit as possible	Meet the basic needs of seniors and people with disabilities	Transportation Information and Assistance for Seniors Housing Support (homesharing) Access Services for Adults with Disabilities	✓ People have access to community services and activities ✓ People are able to maintain the highest possible quality of life ✓ People with physical and/or developmental disabilities are able to live as independently as possible ✓ People acquire and strengthen concrete job skills
Goal 4:	Increase health and	Health Promotion and	✓ People have access to community services



APPENDIX A

STRATEGIES, PROGRAM AREAS, AND OUTCOMES FRAMEWORK

BY OBJECTIVE AND COMMUNITY GOAL

Objective 1: Economic and Social Success

COMMUNITY GOAL	STRATEGY	PROGRAM AREA	OUTCOMES
Health care to be as physically and mentally fit as possible (cont.)	wellness of vulnerable populations	Wellness Chronic Conditions/Medications Management Nutrition Programs Family Caregiver Programs Respite for Caregivers of Seniors & Adults w/Disabilities	and activities ✓ People receive medical care and/or treatment ✓ People living with chronic illness are able to maintain optimum health ✓ People with physical and/or developmental disabilities are able to live as independently as possible ✓ People are able to maintain the highest possible quality of life
Goal 4:	Increase Senior social	Senior Volunteer	✓ People are able to maintain the highest

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STRATEGIES, PROGRAM AREAS, AND OUTCOMES FRAMEWORK

BY OBJECTIVE AND COMMUNITY GOAL

Objective 1: Economic and Social Success

COMMUNITY GOAL	STRATEGY	PROGRAM AREA	OUTCOMES
Health care to be as physically and mentally fit as possible (cont.)	engagement	Program Senior Centers	possible quality of life
	Improve independence for frail older adults	Adult Day Care/Day Health	✓ People are able to maintain the highest possible quality of life
	Coordinate aging services	Aging Service Coordination – Area Agency on Aging	✓ Area Plan on Aging is developed and implemented
Goal 4:	Enhance the public's health Enhance the public's health	Asthma and Environmental Health Oral Health Health Care Access and Outreach Best Beginnings	✓ People living with chronic illness are able to maintain optimum health ✓ People receive oral health care and/or treatment ✓ People receive medical care and/treatment ✓ People are able to maintain the highest



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STRATEGIES, PROGRAM AREAS, AND OUTCOMES FRAMEWORK

BY OBJECTIVE AND COMMUNITY GOAL

Objective 1: Economic and Social Success

COMMUNITY GOAL	STRATEGY	PROGRAM AREA	OUTCOMES
Health care to be as physically and mentally fit as possible (cont.)	(cont.)	School Age Health	possible quality of life ✓ Educationally at-risk students make academic progress
Goal 5: Education and job skills to lead an independent life	Strengthen the economic self-sufficiency of adults	Senior Employment Homeless Employment	<ul style="list-style-type: none"> ✓ People acquire/strengthen job-readiness skills ✓ People acquire/strengthen concrete job skills ✓ People obtain employment ✓ Homeless people/people in need are able to meet basic self-care and/or other survival needs ✓ Homeless/low-income people become economically self-sufficient
Goal 6: Equal access to	Improve access to services	PeoplePoint	✓ People have access to community services and activities

APPENDIX A

STRATEGIES, PROGRAM AREAS, AND OUTCOMES FRAMEWORK

BY OBJECTIVE AND COMMUNITY GOAL

Objective 1: Economic and Social Success

COMMUNITY GOAL	STRATEGY	PROGRAM AREA	OUTCOMES
high quality culturally competent services		Citizenship Services	✓ People are able to obtain legal assistance



APPENDIX A

STRATEGIES, PROGRAM AREAS, AND OUTCOMES FRAMEWORK BY OBJECTIVE AND COMMUNITY GOAL

Objective 2: Safety Net

COMMUNITY GOAL	STRATEGY	PROGRAM AREA	OUTCOMES
Goal 1: Food to eat and a roof overhead	Move people from homelessness to housing	Emergency shelters Day Centers Hygiene Community Support Transitional Housing Permanent Supportive Housing Homeless youth Services	✓ Homeless people meet emergency/immediate shelter needs ✓ People transitioning out of homelessness secure permanent housing ✓ Homeless families/individuals secure and establish stable housing ✓ People are able to secure affordable care ✓ Parents/guardians acquire strengthen parenting skills ✓ Homeless people/people in need are able to meet basic self-care and/or other survival needs ✓ Youth are prepared to obtain and sustain employment ✓ Educationally at-risk students make academic progress

APPENDIX A

STRATEGIES, PROGRAM AREAS, AND OUTCOMES FRAMEWORK BY OBJECTIVE AND COMMUNITY GOAL

Objective 2: Safety Net

COMMUNITY GOAL	STRATEGY	PROGRAM AREA	OUTCOMES
Goal 1: Food to eat and a roof overhead (cont.)	Reduce hunger	Food Banks Food Distributors Meal Programs	<ul style="list-style-type: none"> ✓ People meet their basic food needs ✓ People have access to community services and activities ✓ Strengthened/maintained capacity of King County human service organizations
Goal 2: Supportive relationships within families, neighborhoods and communities	Increase participation of children and youth in out-of-school time	After-School and Summer Programs (high risk, homeless, immigrant/refugee children and youth)	<ul style="list-style-type: none"> ✓ Youth/children develop/strengthen social skills ✓ Students develop/strengthen skills and/or habits that support academic success ✓ Educationally at-risk students make academic progress ✓ Parents/guardians participate in children's learning



APPENDIX A

STRATEGIES, PROGRAM AREAS, AND OUTCOMES FRAMEWORK BY OBJECTIVE AND COMMUNITY GOAL

Objective 2: Safety Net

COMMUNITY GOAL	STRATEGY	PROGRAM AREA	OUTCOMES
<p>Goal 3: A safe haven from all forms of violence and abuse</p>	<p>Support the safety and well-being of victims of domestic violence and sexual assault</p>	<p>Domestic Violence Shelters and Housing</p> <p>Domestic and Sexual Violence Advocacy</p> <p>Sexual Assault Victim Services</p>	<ul style="list-style-type: none"> ✓ People transitioning out of homelessness secure permanent housing ✓ Adult victims of violence and abuse have strategies for meeting safety needs ✓ Adult victims of domestic violence increase knowledge about community resources ✓ People are able to obtain legal assistance ✓ Homeless/low-income people become economically self-sufficient ✓ Adult survivors are able to cope with the effects of violence/abuse
	<p>Hold batterers accountable</p>	<p>Batterer's Treatment for Indigent Batterers</p>	<ul style="list-style-type: none"> ✓ Batterers who receive treatment reduce/stop abusive behaviors
	<p>Strengthen the system response to domestic violence and sexual assault</p>	<p>Domestic Violence and Sexual Assault Response System</p>	<ul style="list-style-type: none"> ✓ People are educated about violence, abuse and/or neglect

APPENDIX A

STRATEGIES, PROGRAM AREAS, AND OUTCOMES FRAMEWORK BY OBJECTIVE AND COMMUNITY GOAL

Objective 2: Safety Net

COMMUNITY GOAL	STRATEGY	PROGRAM AREA	OUTCOMES
Goal 4: Health care to be as physically and mentally fit as possible	Improve independence for frail older adults	Outreach for Seniors Home Care and In Home Services Case Management for Seniors & Adults w/Disabilities Client Specific Fund for Seniors & Adults w/Disabilities Legal Services Mental Health Home Care/Individual Provider Training & Continuing Education Elder Abuse Prevention	<ul style="list-style-type: none"> ✓ Elders are able to maintain the highest possible quality of life ✓ People at risk of becoming homeless retain stable housing ✓ People transitioning out of homelessness secure permanent housing ✓ People receive medical care and/or treatment ✓ People are able to obtain legal assistance ✓ People with mental illness are able to function at the highest level possible ✓ People are educated about chronic/acute illnesses and/or disabilities ✓ Older/vulnerable adults live in safety



APPENDIX A

STRATEGIES, PROGRAM AREAS, AND OUTCOMES FRAMEWORK BY OBJECTIVE AND COMMUNITY GOAL

Objective 2: Safety Net

COMMUNITY GOAL	STRATEGY	PROGRAM AREA	OUTCOMES
Goal 4: Health care to be as physically and mentally fit as possible (cont.)	Enhance the public's health	Access to Drug and Alcohol Treatment Health Care for the Homeless HIV/AIDS Primary Care: Medical, Dental and Access	<ul style="list-style-type: none"> ✓ People are educated about alcohol/substance abuse ✓ People addicted to alcohol/drugs are able to break their dependency ✓ People experiencing emotional distress/crisis are able to regain and/or maintain stability ✓ People receive medical care and/or treatment ✓ People with chronic illness are able to maintain optimum health

APPENDIX A			
STRATEGIES, PROGRAM AREAS, AND OUTCOMES FRAMEWORK			
BY OBJECTIVE AND COMMUNITY GOAL			
COMMUNITY GOAL	STRATEGY	PROGRAM AREA	OUTCOMES
Goal 6: Equal access to high quality, cultural competent services ⁵	Increase community based agency capacity	Community Facilities Architectural Assistance Programs for Nonprofits Administrative Operations	✓ Strengthened/maintained capacity of King County human service organizations
	Adopt and implement progressive human services policies	Policy Advocacy	✓ Sustained or improved public policies and funds that benefit low-income or vulnerable people ✓ Increased civic involvement, especially by low-income people, in developing and carrying out effective legislative and administrative strategies
	Improve access to services	Access to Services	✓ People have access to services and activities ✓ People are connected to their communities

⁵ Goal 6 systems change and system supports cut across both funding objectives.



APPENDIX A

STRATEGIES, PROGRAM AREAS, AND OUTCOMES FRAMEWORK BY OBJECTIVE AND COMMUNITY GOAL

COMMUNITY GOAL	STRATEGY	PROGRAM AREA	OUTCOMES
Goal 6: Equal access to high quality, cultural competent services (cont.)	Improve access to services (cont.)	Information and Referral	✓ People experiencing emotional distress/crisis are able to regain and/or maintain stability
	Fund services that make measurable progress toward the adoptions and implementation of county, regional, state and federal human services policies consistent with the City of Seattle's legislative agenda	Advocacy	✓ Community members participate in legislative advocacy ✓ Low-income people access critical community services and activities

APPENDIX B: Community Goals and Findings

In 2003, The Human Services Department along with United Way of King County and King County, developed and adopted a set of community goals. These six goals are as follows:

1. Food to eat and a roof overhead
2. Supportive relationships within families, neighborhoods and communities
3. A safe haven from all forms of violence and abuse
4. Health care to be as physically and mentally fit as possible
5. Education and job skills to lead an independent life
6. Equal access to high quality, culturally competent services

For each community goal listed above, the sections that follow describe:

- Key strategies for accomplishing the goal
- The community indicators that we aim to influence by our investments in the goal area
- Community findings that support our work to address needs, build upon assets, and influence community conditions
- A description of the City's initiatives or systems change efforts related to the goal.
- A brief description of future work

GOAL 1: FOOD TO EAT AND A ROOF OVERHEAD

Food and shelter are basic human needs and also necessary to move people toward stability and independence. HSD develops programs and builds systems to prevent homelessness and to connect people in crisis to services that promote transition back to economic self-sufficiency. We support strategies that reduce immediate human suffering, transition people to long-term economic success, and ensure public health and safety.

Key Strategies

- **Prevent homelessness** through housing stability programs such as rental, legal, and utility assistance
- **Move people from homelessness to housing** by transitioning people to independence or economic success through services such as emergency shelters, hygiene centers, and permanent supportive housing
- **Reduce hunger** through supplemental and emergency food and meals programs

Community Indicators

- People have adequate food
- People have the resources to afford housing

Community Findings

- *Communities Count 2005* reports that within King County 10.4% of the population reported that their household money for food didn't last the full month. More than one-third of those served by Seattle food banks were children 18 years and younger. An emerging body of scientific evidence demonstrates a direct link between inadequate food and poor child development outcomes.
- During the *2008 One Night Count of Homeless People in King County*, 2,631 individuals were found unsheltered and on the streets in King County, with 1,916 of them in Seattle. The 2007 One Night Count⁶ shelter survey showed an additional 5,680 people used shelters and transitional housing and services. Children age 0 – 17 made up 31% of those in shelters. In addition, people of color were disproportionately represented: while people of color represent approximately 27% of the population of King County, they accounted for 57% of those using emergency shelters and transitional housing.

⁶ 2008 One Night Count shelter data not available as of publication time.

- Homelessness – and the reasons for it if left unchecked – seriously impact both the individuals who are homeless and the larger community. National studies report the cost of chronic homelessness to be greater than the cost of housing⁷.
- The *2-1-1 Community Information Line* received 14,612 calls for emergency shelter assistance in 2007. Another 13,496 calls were for eviction prevention mortgage assistance and help finding affordable permanent housing.

Initiatives/Catalysts for Change

These initiatives call for sustainable changes to the underlying systems that create and perpetuate homelessness:

- ***The Committee to End Homelessness King County***, a broad-based partnership, represents stakeholders that have a role in preventing and intervening in homelessness: the City of Seattle, King County, United Way of King County, providers, the Seattle King County Coalition on Homelessness, suburban cities, the faith community and community advocates. In 2005, the partners developed a county-wide strategy to end homelessness, ***The Ten-Year Plan to End Homelessness***. The plan details how the region will work together to confront the issues that cause homelessness, and create the housing and supportive services needed to end homelessness.
- ***Safe Harbors***, a joint initiative of the City of Seattle, King County and United Way of King County, is an outcome-based homeless management information system that facilitates timely, efficient and effective access to services and support for homeless people in Seattle and King County. Safe Harbors provides information that will allow the Committee to End Homelessness in King County and the broader community to:
 - understand the workings of the existing homeless services system and the needs of homeless people;
 - coordinate systems and funding to efficiently deliver the long-term housing and support services that homeless individuals and families need to stabilize their lives, get healthy, find work, and live independently; and
 - measure our progress in ending homelessness.

HSD also plays a role in developing culturally relevant and competent services.

⁷ Culhane, Dennis, (1998) *The Public Cost of Homelessness Versus Supported Housing In New York City*. Research Report. University of Pennsylvania, see also www.csh.org *Why Supportive Housing*



Because a disproportionate number of people of color are homeless, we engage communities of color impacted by homelessness in planning and developing services and strengthening outreach to ethnic organizations.

Culturally appropriate services are critical to ensure that people – especially Seattle’s diverse immigrant and refugee senior population – meet their nutritional needs. City General Funds supplement state and federally funded senior food programs.

Future Work

HSD is strengthening the connection between crisis services and services that move people toward economic success and independence. We pair human service funding with other critical services, such as housing placement, mental health treatment, employment and education services. Seattle’s implementation of the Housing First model demonstrates how HSD integrates human services funding with permanent housing investments. Good examples of the model are Plymouth Housing’s Second and Stewart Building, which includes 20 units for chronically homeless individuals, and Downtown Emergency Services Center’s 1811 Eastlake Building, which includes 75 units for chronically homeless public inebriates.

GOAL 2: SUPPORTIVE RELATIONSHIPS WITHIN FAMILIES, NEIGHBORHOODS AND COMMUNITIES

HSD invests in a continuum of services that help children and youth attain a sound education and training for adult life; assist parents and families in providing economically stable, safe and nurturing home environments; and strengthen community, provider and system supports. HSD supports children and families across all age groups because we recognize that raising healthy, capable children is a developmental process fraught with challenges. We strive for maximum return on our investments by focusing services on the low-income and communities of color who are most negatively impacted within our economic, educational and justice systems.

Key Strategies

- **Strengthen child development and early learning** to prepare children for school
- **Develop youth assets** to improve academic success and job skill/career exploration that create successful transitions to adulthood
- **Support families** by enhancing parenting skills and family engagement which supports children's learning
- **Build connections between residents and their communities** to influence positive outcomes for children, youth, adults and families
- **Provide interventions to youth violence and poor academic performance** that can decrease racial disproportionality in these areas
- **Collaborate across systems** to ensure coordinated and effective communitywide support for children, youth and families

Community Indicators

- Increased access to high quality and affordable preschool and early learning programs
- Increased academic achievement and reduced school drop-out rates for students of color and low-income students
- Reduced youth violence and criminal involvement
- Increased youth asset and leadership development
- Increased strong and resilient families
- Stronger communities/neighborhoods that support the positive growth of children and youth

Community Findings

HSD services and initiatives are designed to address key community needs:

- More than 11% of Seattle families with children under 18 have incomes below the poverty level.⁸
- 55% of parents with a child ages birth through age 5 using regularly scheduled child care expressed dissatisfaction with at least one aspect of their child care. The highest number indicated that they were dissatisfied with the quality of the care (staff competence, ratios, curriculum, consistency, etc.).⁹
- In national studies, children who attend quality preschools have higher rates of school readiness, better language ability and math skills, and fewer behavior problems.¹⁰
- Children in households with incomes \$50,000 or higher were more likely to be read or told stories everyday than children in households with incomes between \$15,000 and \$24,999.¹¹
- Students of color score disproportionately lower on WASL tests than white students and are 1½ to 2½ times more likely to drop out of school.¹²
- 26% of 10th graders and 31% of 8th graders reported being in a physical fight. 10% of 10th and 8th graders reported carrying a weapon in the past month.¹³
- 18.8% of Seattle residents are immigrants and refugees.¹⁴
- Seattle Public School reports enrolling students from more than 70 countries and more than 129 languages are spoken in their schools.¹⁵

Initiatives/Catalysts for Change

HSD provides leadership on a variety of initiatives and services designed to improve and, when necessary, facilitate policy and programmatic changes in systems that support children, youth and families. These typically respond to

⁸ 2006 American Community Survey, US Census Bureau

⁹ 2005 Communities Count

¹⁰ Bowman, B., Donovan, M. & Burns, M. (Eds.) (2001). *Eager to Learn: Educating Our Preschoolers*. National Research Council, Washington, D.C.: National Academy Press

¹¹ 2005 Communities Count

¹² 2007 Seattle Public Schools' Data Profile District Summary

¹³ 2006 Healthy Youth Survey for King County

¹⁴ 2006 American Community Survey, US Census Bureau

¹⁵ Project Lift Off, 2000

critical system equity issues such as racial disproportionality, access to affordable services, and capacity building within marginalized communities. HSD currently is leading change efforts in three areas:

- **Universal Pre-school –Early Learning System** - A team of City and community partners are guiding the design and development process for enhancing its existing early learning initiative for children, birth to five years of age. The objective is to improve school readiness as measured by assessments of children's development and cognitive learning.
- **Immigrant and Refugee Family Support** provides high quality, culturally and linguistically appropriate services for parents and their children to overcome multiple barriers in order to achieve necessary skills to be successful with their new life in the U.S.
 - The focus for students is on culturally specific after-school services, coordinated with school-based services to help children succeed in school and reduce disproportionate test scores.
 - Services for families are targeted to equip parents with English skills, knowledge about the American school system and gain skills to be engaged in their children's education.
 - Capacity-building services provide ethnic community-based organizations with organizational skills to address community needs.
- **Youth Violence and Gang Prevention** encompasses neighborhood and countywide efforts to prevent and reduce youth violence and gang participation. Addressing youth violence, gangs and criminal involvement of youth requires close coordination among human services, recreation, law enforcement and employment and training services. It also must recognize that young people are more likely to be the victims of violence than the perpetrators and address underlying conditions in the community that put young people at-risk. Current work builds on neighborhood-based efforts designed to address youth violence and criminal involvement and engage youth in positive recreational and employment activities. HSD is also a member of the Seattle/King County Gang Prevention and Outreach Work Group which is looking to develop effective community strategies throughout King County.

Future Work

HSD will continue to invest in the development of healthy children, youth and families. We will continue to work to further align programs with research-proven best practices, promising local programs, and ensure that these programs are targeted to the low-income, communities of color, and immigrant and refugee communities that are most in need of services. HSD will continue to create additional resources for these programs by using City investments to leverage other public and private dollars. Collaboration and coordination are important to the future of our work.

GOAL 3: A SAFE HAVEN FROM ALL FORMS OF VIOLENCE AND ABUSE

Improving victim safety and holding offenders accountable are two essential elements in creating a safe haven from all forms of violence and abuse. The Domestic Violence and Sexual Assault Prevention (DVSAP) division in HSD provides leadership and coordination across City departments through education and training, coordination of policies and procedures, and ongoing assessment of the City's response to violence.

HSD takes a systems approach: fostering coordination, collaboration, and partnerships; building on and enhancing existing efforts; and incorporating current research and best practices. HSD provides systems analysis and planning, resource development, contract administration for City-funded services, grants management and evaluation, and special project development and administration. In addition, HSD participates in research efforts and staffs the operation of the City's domestic violence policy body, the Domestic Violence Prevention Council (DVPC). Through the DVPC, HSD works to develop improved approaches, examine best practices, propose new policies, and promote overall collaboration among City departments in the work to end intimate partner violence.

Key Strategies

- **Support the safety and well-being of victims of domestic violence and sexual assault** by funding a network of providers who offer culturally specific services that improve access and increase service effectiveness. Services include victim assistance, enhanced shelter and supported transitional housing, and programs to engage youth and other community members to prevent and intervene in violence.
- **Hold batterers accountable** through batterers intervention programs, and facilitating co-location of key criminal justice positions to enhance charging and prosecution of batterers.
- **Strengthen the system response** to domestic violence and sexual assault by engage the community in planning efforts to identify and enact systems change to enhance victim safety and batterer accountability.
- **Build community support to end domestic and sexual violence** by educating and training residents, providers and City personnel on domestic violence and abuse prevention and intervention.

Community Indicators

Decrease violence against women and children¹⁶

¹⁶ This indicator is difficult to measure. We know that violence against women is under-

Community Findings

- **Domestic Violence in Seattle** – Annually, the number of domestic violence-related 911 calls received by the Seattle Police Department exceeds 11,000. Of these, 6,514 resulted in written reports by the responding officer, including 1,933 arrests.¹⁷ Since violent crimes against women and children often go unreported, the actual number of abuse cases is much higher. Seattle has the highest reported rate of domestic violence in King County.
- **Costs of Domestic Violence** – Domestic violence is costly. In a national research report, the Center for Disease Control estimated that each year, \$5.8 billion of health-related costs and \$727.8 million of lost employee productivity are associated with intimate partner violence.¹⁸ In addition, almost 50% of the women who receive Washington State Temporary Assistance to Needy Families (TANF) cite domestic violence as a factor in their need for assistance.¹⁹ Female-headed households are six times poorer than male-headed households.²⁰
- **Homelessness and Domestic Violence** – Domestic violence is the primary single cause of homelessness for women and children.²¹ In the 2007 *One Night Count*, 19% (1,098) of the people accessing shelter and transitional housing programs in King County had experienced violence or abuse within the past year.
- **Gender** - Ninety to 95% of domestic violence victims are women²² and as many as 95% of domestic violence perpetrators are male.²³

reported. In addition, reports of violence may actually increase through HSD's work to increase domestic violence awareness and develop policies to hold offenders accountable.

¹⁷ City of Seattle Human Services Department: *Toward Safety and Justice: Domestic Violence in Seattle*, 2006

¹⁸ Center for Disease Control and Prevention, *Costs of Intimate Partner Violence in the United States*. Research Report. 2001

¹⁹ Homebase, *Infusing Humanity into Welfare Reform: A Statement of Principles for a New Social Compact*, 1995, "Welfare Reform: No Reform and No Reality," CLWC News, Summer 1995, California Women's Law Center, Raphael, Jody, *Welfare Women, Violent Men*, The Christian Science Monitor, April 20, 1995

²⁰ 2006 American Community Survey, US Census Bureau

²¹ The United States Conference of Mayors, *A Status Report on Hunger and Homelessness in America's Cities*: December 1999

²² Bureau of Justice Statistics Selected Findings; *Violence Between Intimates* (NCJ-149259), November 1994

²³ *A Report of the Violence Against Women Research Strategic Planning Workshop* sponsored by the National Institute of Justice in cooperation with the U.S. Department of Health and Human Services, 1995



- **Children** – Forty to 60% of men who abuse women also abuse children, and each year an estimated 3.3 million children nationwide are exposed to violence by family members against their mothers or female caregivers.²⁴
- **Sexual Assault**²⁵ – More than one-third of women in Washington have been sexually assaulted in their lifetime. Almost 20% of these women have been victimized on different occasions by different offenders. Women who were sexually assaulted were six times more likely to be diagnosed with Post Traumatic Stress Disorder, and three times more likely to suffer from a major depressive episode. According to the U.S. Department of Justice, somewhere in America, a woman is raped every two minutes.

Initiatives/Catalysts for Change

These initiatives focus on changing systems and organizing communities to more effectively prevent and respond to victims of violence.

- **Capacity Building Projects** - Examples of public sector projects building capacity include: an *intensive supervision domestic violence probation counselor* that strengthens the misdemeanor domestic violence probation response and enhance victim safety and offender accountability; the *One Call to Safety* program that allows domestic violence shelter providers access to a Web-based real-time shelter bed inventory so they can link callers seeking shelter to services in one call; and the *co-location of a King County Assistant Prosecutor in the City Attorney's Office* which will lead to more effective handling of misdemeanor and felony cases between jurisdictions, resulting in better batterer accountability.
- **Community Capacity Building Projects** - HSD supports community capacity building initiatives in ethnic and hard to reach populations. Initiatives include culturally and linguistically relevant community education efforts, training teens as peer advocates in schools and other youth settings and community mobilization efforts in specialized or marginalized populations. In addition, the *Multilingual Access Project* is a collaborative planning process designed to create a comprehensive, culturally and linguistically competent plan to ensure that immigrant, refugee and non-English speaking victims of domestic and sexual violence in the greater Seattle area have greater access to intervention and prevention services.

Future Work

HSD will be preparing the *2008 Towards Safety and Justice* report documenting the state of domestic violence in Seattle - this report will be finalized mid-2009.

²⁴ American Psychological Association, *Violence and the Family: Report of the American Psychological Association Presidential Task Force on Violence and the Family*. 1996

²⁵ Berliner, L., Fine, D., Moore, D. (2001). *Sexual Assault Experiences and Perceptions of Community Response to Sexual Assault: A Survey of Washington State Women*. Office of Victims Advocacy.

In addition, HSD is working with the City Attorney's Office, the Seattle Police Department, and community stakeholders to determine the feasibility for Seattle to have a *Family Justice Center* (FJC). An FJC is a model where police, prosecutors and community-based agencies are co-located to provide comprehensive, one-stop services for victims of domestic violence. HSD is also working with a consultant and a group of stakeholders to enhance the region's coordinated community response to youth involved in prostitution. Finally, HSD is working with domestic violence agencies that serve limited English speaking domestic violence clients to implement a 1-800 number for callers who are seeking services in their own language. This system will allow these callers to link directly, through one call, to the agency best prepared to meet their language and cultural needs.

GOAL 4: HEALTH CARE TO BE AS PHYSICALLY AND MENTALLY FIT AS POSSIBLE

HSD plays a unique role in helping seniors and adults with disabilities maintain independence, economic stability, and community connections. For the past 30 years, HSD's Aging and Disabilities Division has been the designated Area Agency on Aging for the Seattle-King County region. In this capacity, HSD contracts for services, as well as directly serves the Seattle-King County region. Programs enhance the health, socialization and stability of vulnerable elders and adults with disabilities to maximize the quality of their lives and independence in the community.

In addition to work with seniors and adults with disabilities, HSD's work within this goal area also includes enhanced public health services. HSD has the responsibility to oversee the City's investments in public health and community health services. The City works in partnership with Public Health—Seattle & King County. King County has the responsibility to provide core, regional public health services.

The City recognizes that a continuum of public and community health services is necessary. This continuum addresses health needs identified in public health data across the lifespan including very young children, adolescents, pregnant women and older adults. The City's efforts and investments focus on eliminating health disparities, promoting access to clinical and preventive health services, and protecting and fostering the well-being of communities.

Key Strategies

- **Meet the basic needs of seniors and people with disabilities** through a network of community supports. Programs include case management, chronic care management, health promotion, and caregiver training and support for unpaid family caregivers to elders and people with disabilities.
- **Increase health and wellness of vulnerable populations** through health promotion activities at senior and community centers, chronic conditions and medication management for seniors and disabled adults, and family caregiver programs that includes in-home and out-of-home respite care services.
- **Increase senior social engagement** opportunities through senior centers and senior volunteer programs.
- **Improve independence for frail older adults** through outreach, case management, adult day care and other services designed to provide a safety net for frail older adults.
- **Enhance the public's health** through public health services designed to supplement core services provided through the Public Health Department.

Community Indicators

- Increased percentage of people age 65 years and older who report being in good to excellent health
- Increased quality and years of healthy life, and reduced health disparities.

Community Findings

- **Seattle's Aging Population** – Twelve percent of Seattle's population are 65 years of age or older – Seattle is fourth in the nation for concentration of people in this age bracket.²⁶ Nearly one quarter of Seattle's households are home to someone over the age of 60.²⁷ The population of older adults in King County is expected to grow by 40% between 1990 and 2010, to more than 313,000.²⁸
- **Need for Caregiver Support** – Last year, 7,136 family caregivers contacted the caregiver information and assistance lines for support and more than 2,295 family caregivers received in-depth assistance in King County.²⁹ More people are requiring care, while the number of available caregivers is decreasing. Seniors in Seattle are more likely to live on their own than those in the surrounding region, Washington State, and the U.S.
- **Health Disparities Across Ethnic Groups** – Public Health data analysis shows that there are significant disparities in health outcomes based on race, ethnicity, income immigrant/refugee status, health insurance status, and neighborhood. These disparities are consistent across most health indicators. There are also major disparities based on gender, affecting both women and men. In addition, disparities tend to be interrelated; for example, there is a correlation between race and income level. People who are part of more than one disadvantaged group that experiences disparities may experience greater health problems.
- **Seattle's Population of Adults with Disabilities**³⁰ – Thirty percent of Seattle residents report some type of disability, including sensory, physical, mental, and self-care disabilities. Individuals between the ages of 16 and 64 account for 65% of all reported disabilities. The rate of growth in disabling conditions for younger adults is increasing.

²⁶ 2006 American Community Survey, US Census Bureau

²⁷ Ibid.

²⁸ Public Health – Seattle & King County, *Living Longer Staying Healthy: The Health Status of Older Adults in King County*, January 1995

²⁹ City of Seattle Human Services Department, Aging and Disability Division 2007 contract performance data

³⁰ 2006 American Community Survey, US Census Bureau

Initiatives/Catalysts for Change

- In addition to direct and contracted services, the Area Agency on Aging also engages in **systems change efforts** that have lasting impacts on systems that support elders and people with disabilities. For example, HSD has made deliberate funding decisions to provide outreach and case management activities to reduce the health disparities that persist among racial and ethnic groups and to fund programs that modify risk factors associated with chronic disease and depression.
- HSD engages in **advocacy** efforts at the state level to improve the system of care for elders and people with disabilities. HSD recently worked with groups statewide to increase the wages of long-term care workers by \$1 an hour, which supports both the quality of care for elders and addresses social justice issues. Long-term care workers, often women and/or people of color, historically have not earned a living wage.
- The City invests in **enhanced public health services** for the purpose of improving health outcomes for Seattle residents and communities, outcomes that could not be expected from providing core, regional public health services alone. The Healthy Communities Initiative (HCI) guides the City's public health efforts and investments, providing the policy framework for the City's role in public health. The HCI outlines four broad strategies for the City: 1) investments; 2) partnerships with Public Health—Seattle & King County, the University of Washington, and other public, community-based and private health-related organizations; 3) City services and policies that affect the public's health; and 4) opportunities to promote promising community-based and collaborative strategies to achieve better health outcomes.

Future Work

HSD will work to ensure that the Seattle-King County region is an "Elder-Friendly Community," one that provides elders' basic needs of food, shelter and safety; promotes health, social connections and systems that support access to services; and furthers civic engagement that can make aging issues a communitywide priority.

HSD is also supporting development of strategies that will help ensure that Seattle is a good place for baby boomers to retire. Actions will include policy, programmatic, and communications strategies for multiple departments in order to create an aging-friendly community where baby boomers can stay healthy, afford to live, and use time in meaningful ways, including participation in lifelong learning and recreation.

GOAL 5: EDUCATION AND JOB SKILLS TO LEAD AN INDEPENDENT LIFE

Education and job skills are critical to building a path to individuals' long-term success and to the economic vitality of the city. HSD directly operates a successful senior employment program. In addition, we support employment services for homeless individuals.³¹

Key Strategies

- **Strengthen the economic self-sufficiency** of homeless adults and adults over 55 years of age through job search, counseling, education and training assistance and referral services

Community Indicators

- Increased living wages that enable seniors and homeless individuals to become economically self-sufficient

Community Findings

- **Seattle and Economic Well-Being**³²: In Seattle, 23% of adults do not earn a living wage. In addition, approximately 40% of King County renters in 2003 paid 30% or more of their income for housing. Moreover, the lower the income the more likely a household will spend 30% or more of its income on rent. People who pay a higher percentage of their income for housing have little left for other necessities to support themselves and/or their families.
- **Poverty and Racial/Ethnic Disparities**: 2006 census data indicate that there is great disparity in rates of poverty in Seattle: 35% of African Americans, 29% of Native Americans, 16% of Asian/Pacific Islander Americans, and 17% of Latino residents are living below the federal poverty level compared to 9% of white residents.
- Many mature workers are finding themselves back in the labor market to obtain health insurance and needed income due to no – or inadequate – pensions, as well as to seek socialization with peers. Up to 77 million baby boomers, born between 1946 and 1964, will continue working well into their 60s and 70s.

Initiatives/Catalyst for Change

- **Mature Workers Alliance**: HSD's Employment Resource Center for seniors is a driving force and major partner in the Mature Worker Alliance of Puget Sound, a newly created alliance with the Department of Labor, Washington

³¹ HSD funds or administers a number of other programs that focus on employment for youth and academic achievement; these programs are found under Goal 2.

³² Communities Count 2005



State Work Source, Social Services of King County, and others to assist mature workers find employment.

Future Work

Future directions include a continued effort to expand program capacity with support from private foundations. Senior employment program staff will continue developing collaborative efforts with a long-term goal of creating a regional approach to fostering 55+ employment programs with partnerships in private industry.

GOAL 6: SYSTEMS CHANGE AND SYSTEM SUPPORT

HSD has a strong history of leading and supporting work to change systems that adversely affect low-income people, people of color, and immigrants and refugees. Systems change, advocacy and capacity building are critical to increasing access to information and services and building strong communities. These efforts cut across multiple goals.

Key Strategies

- **Improve access to information and services** needed to foster improved educational outcomes, job skills, strong family relations, and health
- **Increase community-based agency capacity** to improve their administrative, management and leadership through technical assistance and support, and their environment for service delivery through construction financing and remodeling projects
- **Advocate on the state and regional level** for increased funding for human services. Despite funding by King County and suburban cities, a disproportionate share of human services are located in and funded by the City of Seattle.

Community Findings

Stakeholder groups – clients, providers, neighborhoods and community leaders – voiced strong themes through the 2003-2004 Strategic Investment Plan community involvement process in 2003: These themes remain true today.

- **Access to Information and Services**– People want and need information and coordinated service delivery systems that help neighbors and providers share information about programs across service systems and provide easy community access points for clients to learn about and receive needed services.
- **Culturally relevant services**– A need exists for both culturally relevant community outreach and access to services. Data previously described also noted this finding.
- **Advocacy**– Emphasis was placed on state and regional public policies that benefit low-income community members and encourages regional partners to contribute their fair share to the cost of human services.

Initiatives/Catalysts for Change

HSD's initiatives and programs focused on systems improvements cut across all of our community goals.

- **Undoing institutional racism** has been a part of HSD's work for more

than 20 years. HSD has sought to undo racism by identifying and addressing institutional practices and policies that afford privilege to white people over people of color. As City employees, members of HSD's staff tackle racism within our own department. This requires ongoing analysis of practices, personnel, programs, planning and implementation and recommendations for new ways of doing our work.

- The **City's Immigrants and Refugees Initiative** is designed to promote the full and active participation of immigrant and refugee communities in Seattle's civic, economic and cultural life.
- The **New Citizens Initiative** provides services and support to individuals seeking citizenship. Gaining citizenship contributes toward the security and unity of families, and increases access to employment, education, mobility, civic participation, and services.
- **PeoplePoint** is a service delivery initiative that provides comprehensive access to multiple public benefits, including low-cost health insurance, child care subsidies, basic food programs, utility rate assistance and the Earned Income Tax Credit. PeoplePoint reaches people where they live, work and go for help, and increases economic security for many families and individuals. HSD has built information technology components into the PeoplePoint program that allow for easier access to a comprehensive set of programs that help low-income working families to achieve economic stability.
- **The Community Facilities Loan Program** provides construction and remodeling financing to agencies to improve their service delivery environments. HSD continues to develop new ways to make our financing more accessible to smaller agencies and those helping refugee and immigrant clients. We will experience our greatest impact on capacity (both physical and organizational) as we help these grassroots agencies become established in the community.

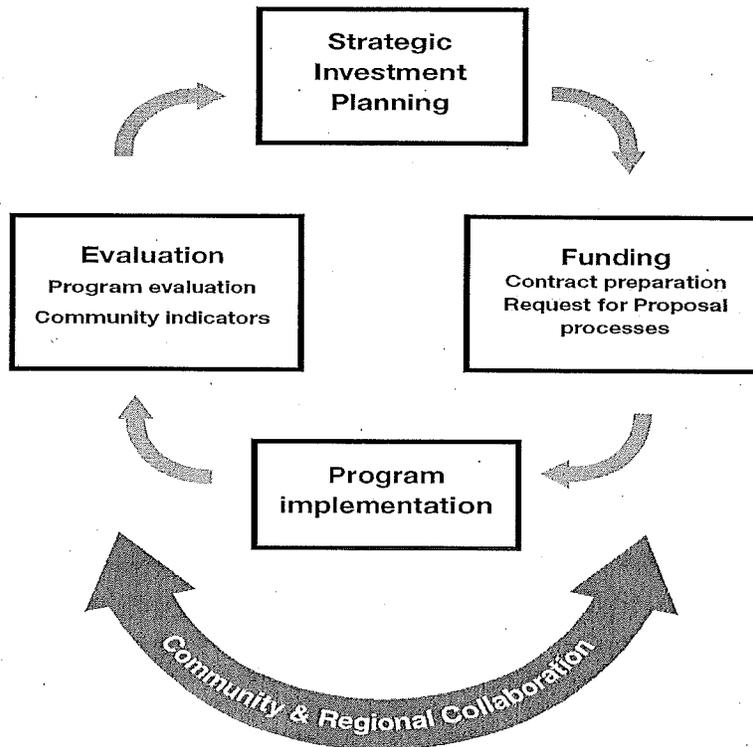
Future Work

HSD will continue to work to ensure that Seattle residents have easy community access points to learn about and receive needed services through programs such as People Point and the 2-1-1 community information line. In addition, through the ongoing outreach work of the Immigrants and Refugee Initiative, HSD will work with immigrant and refugee communities to meet both the needs of community-based organizations, and to meet the needs of individuals in accessing services that are culturally and linguistically appropriate. Finally, HSD will continue advocating with regional partners to find an equitable balance in sharing human services costs for our region.

APPENDIX C: Investment and Accountability System

Maintaining an ongoing cycle of planning, funding, implementing and evaluating programs is critical to HSD's ability to be an effective human service funder. The major components of the cycle, illustrated in the diagram below, include strategic planning for investments; funding investments via Requests for Investment processes and contract preparation; program implementation; and evaluation, including program evaluation and measurement of community indicators.

Figure 3. Seattle's Human Services Investment and Accountability System



Strategic Investment Planning

Through strategic investment planning, HSD identifies relevant community indicators and makes corresponding investments in human services programs. Strategies and program investments are based on assessment of community needs and strengths, along with best practices. Program investments are outcome-based (programs often consist of multiple agencies working to achieve the same outcomes). Strategic investment plans include a sound policy framework to connect services and programs to desired community impacts.

Funding

HSD conducts Requests for Investment (RFI) processes to identify and contract with the most efficient, quality programs possible. RFI processes are used to

make funding decisions within service areas at a minimum of every four years. The processes offer the opportunity to assess the ability of a set of organizations to deliver clearly defined outcomes; it is also a time for HSD to shift desired outcomes or redirect funds if needed. Different service providers are likely to have unique strategies for achieving outcomes. HSD typically involves community members in funding processes.

During contract preparation, HSD staff, in conjunction with the contracting agency, determine service performance standards and outcomes. These outcomes will later be assessed to determine quantity or quality of performance and other impacts resulting from the service provided. HSD makes every effort to streamline contracts, so as not to place an administrative burden on the contracting agency.

HSD has aligned our program outcomes with other human service funders, including United Way and King County. We have also aligned our internal reporting of information to enhance the efficiency of our contracting and financing systems.

Program Implementation

HSD staff monitors and assesses contracts to ensure compliance with contract requirements, including performance towards achieving outcomes, fiscal accountability and standards of quality. Contract monitoring standards include contract performance reviews, site visits, and procedures for program noncompliance.

Evaluation

HSD's evaluation process will include three levels: process evaluation, outcome evaluation, and community indicator evaluation.

- **Process evaluations** help determine which service delivery models are most likely to deliver the desired results and outcomes. Process evaluations include identification of best practices, as determined by objective criteria (such as benchmarking) and input from customers/clients.
- **Program outcome evaluations** measure how effectively a program achieves the intended outcomes.
- **Community indicators** measure the overall health of our community and are useful for guiding funding decisions. Public investments should be made in programs that effect community change in the desired direction. Both safety net and economic and social success programs should be aligned to influence community indicators; e.g., do emergency food programs affect the percentage of adults who report concern about food? Do programs that move individuals from unemployment to employment translate into more people having a living-wage income? This type of evaluation requires partnership with other public and private funders to ensure that investments are at a high enough level to affect communitywide

indicators.

An HSD priority is to enhance our capacity to do all types of evaluation with a focus on process and community indicator evaluation. Additional detail may be found in the section that follows.

HSD aims to strengthen evaluation as a tool to assess the effectiveness of investments. In 2008, HSD will continue to implement an evaluation plan. The overall purpose of the plan is to ensure the highest possible return on the City's human service investments. A set of general principles guides our evaluation efforts. Evaluations:

- ▶ Are linked to programs scheduled for upcoming RFI processes. Evaluation results will help to inform funding decisions.
- ▶ Leverage other funders' interests in evaluation (e.g., United Way, private foundations)
- ▶ Leverage other institutions' evaluation expertise (e.g., Public Health – Seattle & King County and the University of Washington)
- ▶ Incorporate community-based agency and resident input in evaluation design, data collection and analysis
- ▶ Assess linkages between funded programs and community indicators

HSD will fund program outcome evaluations from a set-aside of 1% of General Funds allocated for RFIs. Every year, 1% of each RFI will be set aside to fund evaluations. In order to maximize the purchasing power of these funds, we will use existing sources of evaluation expertise. For example, we will use a staff epidemiologist, in partnership with Public Health, who can help design and implement our evaluation plan. We will also leverage funds from our investment partners, such as United Way, who share our interest in assuring that children, youth and families have opportunities to more fully benefit from and contribute to the community.

Appendix D: 2003 – 2004 SIP Implementation and Accomplishments

HSD has made significant progress in implementing the SIP as a policy, program and budget framework, and using it to analyze the impact of our investments.

Progress on Recommendations

The City will target its investments in human services to meet six community goals and will seek to influence a common set of community indicators mutually developed and adopted by the City, King County and United Way.

- HSD has aligned its Strategic Investment Plan with the budget, and financial and contracting system.
- The investment framework uses a multi-level approach – aimed at change at the community, program and contract/service level.
- Community indicators, outcomes performance commitments and milestones allow us to measure the results of our efforts.

The City will establish and fund an improved system of accountability, using rigorous evaluation and performance-based contracts to ensure the City's investments are achieving their intended results.

- An evaluation plan has been drafted and approved.
- Process evaluations have been conducted in selected program areas.
- As available, best practices are identified for each program area and incorporated into RFI processes.
- HSD supports Communities Count, which assesses and reports on movement in community indicators.

The City will work towards two main human services funding objectives: Preserving the safety net, and increasing, over time, investments in programs that help people achieve economic and social success.

- The City has maintained the safety net, but has not significantly increased the investment in programs that help people achieve economic and social success. The proportion of funds devoted to each objective has remained steady at 43% safety net and 57% economic and social success (when controlled for the addition of public health funds).

City investments in children and youth services will focus resources on children and youth with the greatest needs in order to reduce disproportionality in education, health and safety.

- City investments in children and youth with the greatest needs focus on

youth violence prevention and gang intervention, increased access to quality child care, supporting immigrant and refugee families, and funding enhanced public health services to children, youth, and young families.

- General Fund programs for children and youth complement or are aligned with Family and Education Levy academic achievement outcomes.

Work with the new King County Funders Alliance for Children and Youth to :

- *Align goals and strategies*
- *Improve funding decisions*
- *Develop more efficient delivery system*
- *Ultimately improve health and education of children and youth*

The community partnership necessary for the success of this effort did not materialize and the Alliance was never formed.

APPENDIX E: The Human Services Environment

Four important environmental factors influence the demand for City investments in human services. The following factors shape the way we do business and the services we provide.

DEMOGRAPHICS³³

With a population of approximately 562,000, Seattle is the 24th largest city in the U.S. Over the past few decades, Seattle has become increasingly diverse. This diversity is manifested in three ways. First, with respect to racial/ethnic diversity, people of color now represent about 30% of the population. Asian/Pacific Islanders compose the largest racial group at 13.6% of the population, followed by African Americans at 8%. Between 1990 and 2008, racial demographics have also shifted among many neighborhoods across the city: The percentage of people of color has decreased in the Central Area and increased at the southernmost and northernmost parts of the city.

Seattle, along with its neighboring cities, has become the new home of many refugees and immigrants. More than one of six Seattle residents (105,834 individuals) is a refugee or immigrant. Further, in Seattle, the percentage of the population over five years of age speaking a language at home other than English is now over 22%.

Finally, Seattle is a diverse community with respect to age. Twenty percent of our population is younger than 21 years old. Another 23% is older than 55 years. Adults between 20 and 34 years of age and adults between 35 and 54 are equally represented at 31% and 32% of the population respectively.

POVERTY IN SEATTLE

Research on measures for economic well-being— basic family budgets and the self-sufficiency standard³⁴ – indicates that families and individuals may need an annual income of at least twice the federal poverty level to cover basic needs such as food, housing, health care, child care; this is referred to as a living-wage income. For the City of Seattle, the necessary living wage could actually exceed 250% of the poverty level, particularly for families with infants and preschoolers requiring child care.³⁵

Regionally, Seattle remains the home for a significant percentage of the county's poorest residents. According to 2000 census data, Seattle has the

³³ 2006 American Community Survey, US Census Bureau

³⁴ Boushey, Heather, et. al., *Hardships in America: The Real Story of Working Families*, Economic Policy Institute, 2001 and Pearce, Diana, *The Self-Sufficiency Standard for Washington State*, Washington Association of Churches, 2001.

³⁵ Pearce, Diana, *The Self-Sufficiency Standard for Washington State*, Washington Association of Churches, 2001.

fourth highest poverty rate in the county (as measured by the Federal Poverty Level) and is home to the largest percent of the county's poorest individuals and poorest families in the county. In addition, Seattle is home to more than half of the county's seniors living at or below the Federal Poverty Level.

Washington State's 15-month recession, which occurred from December 2000 to March 2002, pushed many individuals and families closer to, if not into, poverty. During this period, the state's economy lost 97,800 jobs, including the 27,200 Boeing layoffs. In 2004, Seattle and the state experienced an economic upturn and in January of 2008, the unemployment rate in the State was 4.5%. Economic forecasts for 2008 indicate that Seattle's economy will continue to experience growth, although predictions also indicated that it is slowing. Early economic forecasts also indicate that Washington State's economy is slowing. The U.S. economy is predicted to be in a mild recession during the first two quarters of 2008 with the unemployment peaking in the second quarter of 2009. Housing prices are dropping across the nation, reducing household wealth.³⁶

Regardless of the economic forecast, a significant number of Seattle residents still struggle to make ends meet with wages that do not match the increasing cost of living and raising families in Seattle.

RACIAL DISPARITIES

HSD is intentional about understanding and addressing the root causes of racial inequity. Racial inequity is apparent in many systems (e.g., health care, housing, employment, education, criminal justice). The following sampling of statistics provide a glimpse of the magnitude of the challenge that we face in addressing human needs that result from such inequities.

- In Seattle, there is great disparity in rates of poverty: 35% of African American, 29% of Native Americans, 16% of Asian/Pacific Islander Americans, and 17% of Latino residents are living below the Federal Poverty Level compared to 9% of white residents³⁷.
- In the Seattle School District the dropout rate³⁸ for Native Americans is 18%, Samoans 18%, African Americans 14%, Latino 14%, and Southeast Asians 14%, compared to 8% for white youth.³⁹
- People of color, especially African Americans, Native Americans and Latinos are over represented among sheltered homeless population in Seattle⁴⁰.

³⁶ Washington Research Council, *Policy Briefing: Revenue Forecast Lowered*, 2/08

³⁷ 2006 American Community Survey, US Census Bureau

³⁸ This is the yearly drop out rates for youth. The 4-year cohort rate, which is the federal standard for grants, more accurately portrays true drop out rates. These rates are not available broken down by Asian communities however so it is difficult to assess true drop out rates for this racial category. The 4-year cohort rate for Native Americans is 54%; African Americans 37%; Latinos 38%; and white 27%.

³⁹ Seattle Public Schools Data Profile for 2007/08

⁴⁰ 2007 One Night Count

- In King County, 39.5% of Latinos, 27.9% of Native Americans, 25.5% of African Americans, and 16.5% of Asian/Pacific Islanders were without health insurance. The rate for white county residents was 11.4%. Research shows a relationship between lack of health insurance and increased risk of death and hospitalization from causes that may be preventable.⁴¹

OTHER PUBLIC FUNDING FOR HUMAN SERVICES

The state and federal governments are major partners in the funding of human services. State and federal government have a primary funding responsibility for housing, community development, health care, mental health, welfare (TANF), child care, food and nutrition, employment and training, child protection and aging and disability services. Seattle residents and human service providers access state and federal funds both indirectly from City and county services, and directly from state and federal services.

Federal Government

According to the Center on Budget and Policy Priorities, "Between fiscal year 2001 ... and fiscal year 2008, funding for domestic discretionary programs has been more constrained than any other area of the budget and has shrunk both as a share of the budget and as a share of the economy."⁴² The President's FY 2009 budget proposal continues this trend, cutting or flat-lining programs, such as the Community Development Block Grant, Child Care Block Grant and other social safety net programs, while increasing federal defense spending. This trend is particularly troubling given the recent downturn in the economy and the expected strain that this downturn will put on these programs.

In addition, the Bush Administration is engaged in rulemaking efforts to limit reimbursements of Medicaid for certain activities, as well as limiting expansion of State Children's Health Insurance Program. The continuing divestment by the federal government in these programs means that state and local governments will be asked to bear these costs.

State of Washington

In response to federal cuts, the State has appropriated additional general funds to buffer the effects on families. In recent years, no cuts have been made to the "welfare (TANF) box". In 2005, \$50 million in state general funds were appropriated to ensure that benefits would not be reduced.

In 2007, \$8 million was appropriated for post-TANF enrollees with jobs to fund additional training to increase potential for increased future earnings. An additional \$500,000 was added for sanctioned TANF families to reduce risk to

⁴¹ Communities Count 2005

⁴² Kogan, Richard. *FEDERAL SPENDING, 2001 THROUGH 2008: Defense Is a Rapidly Growing Share of the Budget, While Domestic Appropriations Have Shrunk*, Center on Budget and Policy Priorities. <http://www.cbpp.org/3-5-08bud.htm>

children. That same year, \$85 million was appropriated for increased child care subsidies, for additional provider training, and limited health care coverage. As a result of added SCHIP funding for outreach, increased numbers of children are receiving health care.

King County

King County is another major human services partner, funding and administering public health services, housing and services for homelessness, mental health and chemical dependency treatment, services for people with developmental disabilities, and domestic violence and sexual assault programs. The County prioritizes funding for services provided on a regional basis, as opposed to local services. In 2007, King County's Health and Human Services budget was \$497 million or 13 percent of its budget. \$45.5 million of this amount comes from the County's current expense fund. In 2008, the total is \$560 million or 14% of King County's 2008 budget. \$48.9 million of this is from the Current Expense fund.

The County has faced significant budget difficulties over the last several years, putting pressure on discretionary funding for human services. Budget challenges stem from caps on property taxes under statewide Initiative 747, incorporations and annexations of unincorporated areas of the county, lower sales tax collections resulting from the 2001 recession, and rising costs in other areas such as criminal justice.

In 2005, County Executive Ron Sims convened the Healthy Families & Communities Task Force (which included HSD Director Patricia McInturff) to look at the regional human services funding gap in King County and recommend options for filling that gap. To date, two of the recommendations to fill the estimated \$83 million gap have been enacted: voter approval of a Veterans and Human Services Levy in 2005, which provides approximately \$13.3 million annually for six years to help veterans and others in need; and a 0.1% increase in the local sales tax to provide mental health and chemical dependency treatment and services for people who are homeless or involved in the criminal justice system. This tax increase will generate approximately \$48 million annually.

Despite funding by King County and other jurisdictions, a disproportionate share of human services are located in and funded by the City of Seattle. Seattle continues to work with the County and suburban cities to ensure that they fund their share of human services, particularly housing and services for homeless people.

Conclusion to Public Funding

In the final analysis, any significant reduction in human services funding at the federal, state or county levels, including the failure to adjust for inflation, is a matter of concern for Seattle. Residents lose access to county, state and federally funded services. Human service providers lose access to revenue to

cover the cost of services. Seattle will experience pressure to backfill state and federal budget cuts. It is imperative that Seattle works with its partners to influence other levels of government to maintain their commitments and responsibilities for human services funding.

APPENDIX F: Community Involvement Process

Community involvement is critical to the successful development of sound human service policy and programs. Whenever possible, HSD involves its community partners and stakeholders in developing new policies, programs and initiatives. While there are no major policy changes in the 2008-2010 SIP Update, we engaged community stakeholders in discussion about the Update and solicited input on the analysis of data we have collected so far. Moreover, all of the major initiatives undertaken by HSD and referenced in this 2008 – 2010 SIP Update involved intensive community processes.

2007 Continuum of Investments Actual Achieved

Goals, Strategies, Funding Objectives, Program Areas,
Projected Outcomes, Achieved Outcomes, Contractors, and Expenses



COMMUNITY GOAL 1: FOOD TO EAT AND A ROOF OVERHEAD - TOTAL \$25,907,574..... 6

STRATEGY: Prevent homelessness..... 6

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- Eviction Prevention / Tenant Stabilization (ESS – 11B)..... 6
- Utility Assistance (ESS – 11C)..... 6

STRATEGY: Move people from homelessness to housing..... 7

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- Transitional Housing (SN – 12B)..... 7
- Homeless Youth Services (SN – 12C)..... 7
- Day Centers (SN – 12D)..... 8
- Hygiene (SN – 12E)..... 8
- Community Support (SN – 12F)..... 8
- Permanent Housing (SN – 12H)..... 9

STRATEGY: Reduce hunger..... 9

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* Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective

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* Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective



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* Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective.

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* Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective



Community Goal 1: Food to Eat and a Roof Overhead - Total \$25,907,574

Program area (funding objective*)	Program area description	2007 Projected Outcomes	2007 Achieved Outcomes	Contractors	Expense
STRATEGY: Prevent homelessness					
Rent Assistance (ESS – 11A)	Provides rent assistance for low income persons so that they may obtain or maintain affordable housing.	<ul style="list-style-type: none"> • 500¹ at risk households will avoid homelessness 	<ul style="list-style-type: none"> • 621 at risk households avoided homelessness 	THE SALVATION ARMY A CALIFORNIA CORP UNITED WAY OF KING COUNTY	\$383,535
Eviction Prevention / Tenant Stabilization (ESS – 11B)	Helps low income persons who are at risk of losing their housing maintain their housing through the provision of services and support.	<ul style="list-style-type: none"> • 986 households avoid becoming homeless • 92 people secure permanent housing 	<ul style="list-style-type: none"> • 1,024 households avoided becoming homeless • 42² people secured permanent housing 	ARC OF KING COUNTY BUILDING CHANGES CATHOLIC COM SVCS OF WESTERN WA COMPASS CENTER DOWNTOWN EMERGENCY SERVICE CENTER FAMILY SERVICES OF KING COUNTY HOUSING AUTH OF SNOHOMISH COUNTY INTERNATIONAL DISTRICT HOUSING ALLIANCE LIFELONG AIDS ALLIANCE MULTIFAITH WORKS OPERATION: SACK LUNCH PLYMOUTH HOUSING GROUP R H HOME CARE SOLID GROUND WASHINGTON THE SALVATION ARMY A CALIFORNIA CORP YWCA OF SEATTLE-KING-SNO COUNTY	\$2,566,121
Utility Assistance (ESS – 11C)	Provides one-time assistance for a large utility bill and on-going reduced rates.	<ul style="list-style-type: none"> • 17,630 people will meet basic self-care and/or other survival needs 	<ul style="list-style-type: none"> • 18,465 households met basic self-care and/or other survival needs 	INTERNAL HSD MANAGED PROGRAM	\$973,572
Total					\$3,923,228

¹ Target set at 500 household per year by the Housing levy plan.

² Outcome difference due to HOPWA performance related to referrals.

Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective, & NA = Not Applicable

Program area (funding objective*)	Program area description	2007 Projected Outcomes	2007 Achieved Outcomes	Contractors	Expense
STRATEGY: Move people from homelessness to housing					
Emergency Shelters (SN – 12A)	Provides support for homeless persons through the provision of services ranging from safe sleeping accommodations to provision of meals and social services support.	<ul style="list-style-type: none"> 986 households enter permanent or transitional housing 	<ul style="list-style-type: none"> 964 households entered permanent or transitional housing 	ARCHDIOCESAN HOUSING AUTHORITY COMPASS CENTER DOWNTOWN EMERGENCY SERVICE CENTER EL CENTRO DE LA RAZA FAMILY & ADULT SERVICE CENTER INC FAMILY SERVICES OF KING COUNTY IMMANUEL LUTHERAN CONGREGATION SEATTLE HOUSING & RESOURCE EFFORT SOLID GROUND WASHINGTON THE SALVATION ARMY A CALIFORNIA CORP UNITED WAY OF KING COUNTY YWCA OF SEATTLE-KING-SNO COUNTY	\$5,599,618
Transitional Housing (SN – 12B)	Provides housing and services support to homeless people for a period of three months to two years. Services are intended to help persons move successfully to permanent housing.	<ul style="list-style-type: none"> 535 households/families and individuals secure permanent housing 	<ul style="list-style-type: none"> 542 households/families and individuals secured permanent housing 	ARCHDIOCESAN HOUSING AUTHORITY CHURCH COUNCIL GREATER SEATTLE COMMON GROUND COMPASS CENTER FAMILY SERVICES OF KING COUNTY FIRST PLACE KING COUNTY LOW INCOME HOUSING INSTITUTE MUSLIM HOUSING SERVICE PLYMOUTH HOUSING GROUP SOLID GROUND WASHINGTON WORKFORCE DEV COUNCIL OF SEA-KC YWCA OF SEATTLE-KING-SNO COUNTY	\$5,503,003
Homeless Youth Services (SN – 12C)	Provides emergency and transitional housing, multi-service day centers, education, health care, employment, outreach, and case management to homeless youth. Services are designed to meet emergency needs while helping homeless youth exit street life and move into stable housing.	<ul style="list-style-type: none"> 310 youth meet immediate shelter needs 773 homeless youth meet basic self-care and/or other survival needs 466 people transitioning out of homelessness secure permanent housing 118 youth gain employment to 	<ul style="list-style-type: none"> 398 youth met immediate shelter needs 762 homeless youth met basic self-care and/or other survival needs 258⁴ youth transitioning out of homelessness secured permanent housing 65⁵ youth gained employment to become self-sufficient 	AUBURN YOUTH RESOURCES CATHOLIC COM SVCS OF WESTERN WA CHURCH COUNCIL GREATER SEATTLE COMMON GROUND COMMUNITY PSYCHIATRIC CLINIC FRIENDS OF YOUTH GOODWILL DEVELOPMENT ASSN PEACE FOR THE STREETS BY KIDS	\$3,192,916

Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective, & NA = Not Applicable



Program area (funding objective*)	Program area description	2007 Projected Outcomes	2007 Achieved Outcomes	Contractors	Expense
		<ul style="list-style-type: none"> become self-sufficient 15 youth secure and establish stable housing 117 at-risk students make academic progress 97³ youth are able to maintain the highest possible quality of life 	<ul style="list-style-type: none"> 15 youth secured and established stable housing 12 parents/guardians acquired/strengthened parenting skills 49 at-risk students made academic progress 85 youth maintained the highest possible quality of life 	PUGET SOUND NEIGHBORHOOD SHALOM ZONE NONPROFIT ASSOCIATION THERAPEUTIC HEALTH SERVICES INC UNITED INDIANS OF ALL TRIBES UNIVERSITY STREET MINISTRY URBAN LEAGUE OF METROPO SEATTLE YMCA OF GREATER SEATTLE YOUTH & OUTREACH SERVICES YOUTHCARE YWCA OF SEATTLE-KING-SNO COUNTY	
Day Centers (SN – 12D)	Supports homeless people with hygiene and meal services, counseling and case management, and provides a safe place for persons to reside during the day.	<ul style="list-style-type: none"> 1,600 people in need meet basic self-care and/or other survival needs 	<ul style="list-style-type: none"> 1,500⁶ people met basic self-care and/or other survival needs 	ARCHDIOCESAN HOUSING AUTHORITY	\$94,536
Hygiene (SN – 12E)	Helps homeless and low income persons meet basic hygiene requirements such as appropriate restrooms, shower services and laundry facilities.	<ul style="list-style-type: none"> 145,285 service contacts help people meet their basic self-care and/or survival needs 3,550 people meet basic self-care and/or survival needs 72 people transitioning out of homelessness secure permanent housing 	<ul style="list-style-type: none"> 181,460 service contacts helped people meet their basic self-care and/or survival needs 5,853 people met basic self-care and/or survival needs 159⁷ people transitioning out of homelessness secured permanent housing 	ARCHDIOCESAN HOUSING AUTHORITY COMPASS CENTER DOWNTOWN EMERGENCY SERVICE CENTER IMMANUEL LUTHERAN CONGREGATION LOW INCOME HOUSING INSTITUTE YWCA OF SEATTLE-KING-SNO COUNTY	\$2,676,846
Community Support (SN – 12F)	Provides services including voice mail assistance and provision of furniture for homeless families and individuals moving into housing. Services help provide homeless and low income persons with the resources necessary to successfully find and keep housing.	<ul style="list-style-type: none"> 1,421 households have access to community services and activities through community voice mail 1,650 people meet basic self-care and/or other survival needs 	<ul style="list-style-type: none"> 1,431 households had access to community services and activities through community voice mail 1,269 people met basic self-care and/or other survival needs 	CHURCH COUNCIL GREATER SEATTLE SOLID GROUND WASHINGTON	\$96,153

³ Outcome targets over projected during contract development.

⁴ 2007 projections included duplicate counts from the Puget Sound Neighborhood Health Center.

⁵ New program developed in 2007. First year of outcomes were estimated during contract development.

⁶ Although less individuals received services, they accessed services more frequently than expected.

⁷ DESC exceeded outcome targets.

Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective, & NA = Not Applicable

Program area (funding objective*)	Program area description	2007 Projected Outcomes	2007 Achieved Outcomes	Contractors	Expense
Permanent Housing (SN – 12H)	Provides long-term community-based housing with supportive services for homeless persons with disabilities, enabling special needs populations to live as independently as possible in a permanent setting.	<ul style="list-style-type: none"> 134 homeless people and 90 with disabilities obtain increased housing stability via permanent supportive housing 	<ul style="list-style-type: none"> 121 homeless people and 63 with disabilities obtained increased housing stability via permanent supportive housing 	ARCHDIOCESAN HOUSING AUTHORITY DOWNTOWN EMERGENCY SERVICE CENTER LOW INCOME HOUSING INSTITUTE PLYMOUTH HOUSING GROUP SOUND MENTAL HEALTH YWCA OF SEATTLE-KING-SNO COUNTY	\$2,453,184
Total					\$19,616,256

STRATEGY: Reduce hunger

Food Banks (SN – 13A)	Provides food and other household supplies to low income and homeless people to help meet minimum nutritional requirements.	<ul style="list-style-type: none"> 20 food banks improve capacity through transportation resources 50,000 households meet their nutritional needs 	<ul style="list-style-type: none"> 19 food banks improved capacity through transportation resources 47,468 households met their nutritional needs 	ASIAN COUNSEL & REFERRAL SVC BALLARD FOOD BANK BEACON AVENUE FOOD BANK CENTRAL AREA MOTIVATION PROGRAM EL CENTRO DE LA RAZA FAMILY WORKS FOOD BANK @ ST MARYS NORTH HELPLINE NW COMMUNITY SERVICE FOOD BANK OPERATIONAL EMERGENCY CENTER PIKE MARKET SENIOR CENTER SEATTLE INDIAN CENTER SOCIETY OF ST VINCENT DE PAUL COUNCIL SOLID GROUND WASHINGTON UNIVERSITY DISTRICT SERVICE LEAGUE VOLUNTEERS OF AMERICA WEST SEATTLE FOOD BANK	\$1,236,815
Food Distributors (SN – 13B)	Provides food and other household supplies to food banks and hot meal programs for distribution to low income and homeless people.	<ul style="list-style-type: none"> 100 agencies improve their capacity to assist vulnerable populations 18,600 households meet their nutritional needs 	<ul style="list-style-type: none"> 82 agencies improved their capacity to assist vulnerable populations 17,608 households met their nutritional needs 	EMERGENCY FEEDING PROG OF SEA & KC FAMILY WORKS FOOD LIFELINE JEWISH FAMILY SERVICE WEST SEATTLE FOOD BANK	\$197,944
Meal Programs (SN – 13C)	Provides critical meals to low income and homeless persons to help them meet minimum nutritional requirements.	<ul style="list-style-type: none"> 472,750 emergency meals assist people in meeting their nutritional needs 	<ul style="list-style-type: none"> 477,854 emergency meals assisted people in meeting their nutritional needs 	ASIAN COUNSEL & REFERRAL SVC BOOMTOWN CAFÉ COMMUNITY HOUSE MENTAL HEALTH	\$506,674

Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective, & NA = Not Applicable

Program area (funding objective*)	Program area description	2007 Projected Outcomes	2007 Achieved Outcomes	Contractors	Expense
				DOWNTOWN EMERGENCY SERVICE CENTER EL CENTRO DE LA RAZA FAMILY SERVICES OF KING COUNTY LAKE CITY PRESBYTERIAN CHURCH LIFELONG AIDS ALLIANCE OPERATION: SACK LUNCH PHINNEY NEIGHBORHOOD ASSOCIATION SEATTLE INDIAN CENTER THE SALVATION ARMY A CALIFORNIA CORP YWCA OF SEATTLE-KING-SNO COUNTY	
Summer Breakfast and Lunch Program (ESS – 13D)	Provides food nutrition for low income children and youth. Meals are delivered in parks, schools, churches and non-profits.	<ul style="list-style-type: none"> 7,500⁸ children meet their nutritional needs 	<ul style="list-style-type: none"> 5,100 children met their nutritional needs 	SEATTLE SCHOOL DISTRICT #1	\$426,659
Total					\$2,368,092

⁸ In 2007, approximately 215,000 meals were provided in the summer. Projections are an estimate due the uncertainty on the number children who will show up at meal sites in the summer.
Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective, & NA = Not Applicable

Community Goal 2: Supportive Relationships within Families, Neighborhoods and Communities - Total \$17,434,108

Program area (funding objective*)	Program Area Description	2007 Projected Outcomes	2007 Achieved Outcomes	Contractors	Expense
STRATEGY: Increase participation of children and youth in out-of-school time					
After school and Summer programs (cross – 24A)	Provides out-of-school time programs for immigrant, refugee & homeless children 5-14. Programs help children succeed in school by building on their home cultures. Program staff work with classroom teachers to ensure children are on-track with homework and learning standards.	<ul style="list-style-type: none"> 315 children and youth within immigrant, refugee and homeless out-of-school time programs develop/strengthen skills and/or habits that support academic success 	<ul style="list-style-type: none"> 290 children and youth within immigrant, refugee and homeless out-of-school time programs developed/strengthened skills and/or habits that supported academic success 16 parents/guardians participated in their children's learning 	CHINESE INFORMATION & SERVICE CENTER EL CENTRO DE LA RAZA SEATTLE SCHOOL DISTRICT #1 TINY TOTS DEVELOPMENT CENTER YMCA OF GREATER SEATTLE YWCA OF SEATTLE-KING-SNO COUNTY	\$678,245
Total					\$678,245
STRATEGY: Improve safety of high risk middle and high school youth					
Youth Asset Development and Educational Support (ESS – 25A)	Provides culturally relevant tutoring, mentoring, and leadership development programs to youth, with a special emphasis on low-income youth who are struggling academically. Programs increase developmental assets, school attendance, academic achievement, and leadership.	<ul style="list-style-type: none"> 325 youth/children strengthen social skills 434 youth are connected to their community 629 educationally at-risk students make academic progress 153 youth learn and incorporate behaviors and skills that foster violence free interactions 	<ul style="list-style-type: none"> 370 youth/children strengthened social skills 613⁹ youth were connected to their community 639 educationally at-risk students made academic progress 133 youth learned and incorporated behaviors and skills that fostered violence free interactions 	CHINESE INFORMATION & SERVICE CENTER EL CENTRO DE LA RAZA SEATTLE SCHOOL DISTRICT #1 TINY TOTS DEVELOPMENT CENTER YMCA OF GREATER SEATTLE YWCA OF SEATTLE-KING-SNO COUNTY	\$819,166
Youth Outreach and Case Management (ESS – 25B)	Provides advocacy, family-focused culturally relevant case management and related services designed to divert youth from gang and criminal involvement, address truancy issues, support academic achievement, and provide positive alternatives.	<ul style="list-style-type: none"> 475 high risk youth make academic progress 	<ul style="list-style-type: none"> 485 high risk youth made academic progress 	ATLANTIC STREET CENTER CENTER FOR CAREER ALTERNATIVES CONSEJO COUNSELING & REF SERV EL CENTRO DE LA RAZA POWERFUL VOICES SAFEFUTURES YOUTH CENTER SOUTHWEST YOUTH & FAMILY SVCS	\$1,086,566

⁹ REWA and King County Parks exceeded outcome targets.

Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective, & NA = Not Applicable



Program area (funding objective*)	Program Area Description	2007 Projected Outcomes	2007 Achieved Outcomes	Contractors	Expense
				UNITED INDIANS OF ALL TRIBES YMCA OF GREATER SEATTLE	
Youth Employment and Training (ESS – 25C)	Provides summer and year-round work experience, work-based learning, internships, tutoring, education, counseling, case management and support services for low-income youth. Programs help youth at-risk of dropping out to stay in school, improve their academic performance, and develop work skills.	<ul style="list-style-type: none"> 380 youth acquire/strengthen job readiness skills 250 educationally at-risk students make academic progress through a combination of after school tutoring, Saturday high school credit classes, summer work-based education group projects, and summer school 	<ul style="list-style-type: none"> 403 youth acquired/strengthened job readiness skills 271 educationally at-risk students made academic progress through a combination of after school tutoring, Saturday high school credit classes, summer work-based education group projects, and summer school 	ASSOCIATED RECREATION COUNCIL ATLANTIC STREET CENTER CENTER FOR CAREER ALTERNATIVES CENTRAL AREA CHAMBER OF COMM CENTRAL AREA MOTIVATION PROGRAM CHURCH COUNCIL GREATER SEATTLE EMPOWERMENT INSTITUTE INTERNATIONAL DIST HOUSING ALLIANCE POWERFUL VOICES SAFEFUTURES YOUTH CENTER SEATTLE SCHOOL DISTRICT #1 SOUTHWEST YOUTH & FAMILY SVCS YMCA OF GREATER SEATTLE YOUTH CARE	\$1,998,193
Total					\$3,903,925

STRATEGY: Ensure children are ready for kindergarten

Child Care Subsidies for Working Families (ESS – 26A)	Provides subsidies to help low to moderate income working families with children ages birth to 12 to become financially stable and access high quality, educational child care.	<ul style="list-style-type: none"> 764 children receive child care subsidy to prepare them for school 	<ul style="list-style-type: none"> 826 children received child care subsidy to prepare them for school 	41 CHILDCARE SUBSIDY VENDORS	\$2,370,762
Supporting Child Care Quality (ESS – 26B)	Monitors sites serving children ages birth to 12 & provides technical assistance. In addition, provides teacher training, support for program accreditation, health consultation, social services for families, and guidance for child care programs on how to align their curricula with school district learning standards.	<ul style="list-style-type: none"> 1,395 families are able to secure affordable child care 260 families access community services 380 staff/caregivers at 61 agencies strengthen their capacity to provide care 25 families strengthen parenting skills 	<ul style="list-style-type: none"> 1,648 families secured affordable child care 199 families accessed community services 400 staff/caregivers at 61 agencies strengthened their capacity to provide care 35 families strengthened parenting skills 	ATLANTIC STREET CENTER CHILD CARE RESOURCES KING COUNTY SOUTHWEST YOUTH & FAMILY SVCS UNITED WAY OF KING COUNTY WASHINGTON STATE CHILD CARE RESOURCES & YWCA OF SEATTLE-KING-SNO COUNTY	\$1,067,141

Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective, & NA = Not Applicable

Program area (funding objective*)	Program Area Description	2007 Projected Outcomes	2007 Achieved Outcomes	Contractors	Expense
Homeless Child Care (ESS – 26D)	Provides therapeutic services for homeless children ages birth to 5.	<ul style="list-style-type: none"> 45 infants/young children meet developmental milestones 	<ul style="list-style-type: none"> 43 infants/young children met their developmental milestones 	FAMILY SERVICES OF KING COUNTY	\$224,116
Kindergarten Readiness (ESS – 26E)	Provides intensive health and social services, as well as kindergarten preparation for children 3-5 whose families are low income.	<ul style="list-style-type: none"> 452 children enroll in the ELN Step Ahead preschools and will demonstrate an increase in school readiness skills 10 ELN Step Ahead agencies and 52 staff will provide education and care 50 children enroll in ELN PCHP to meet their development milestones 24 staff/caregivers complete ECEAP disabilities training 	<ul style="list-style-type: none"> 436 children enrolled in the ELN Step Ahead preschools, of which 326 demonstrated school readiness skills 6 ELN Step Ahead agencies and 52 staff provided education and care 42 children enrolled in ELN PCHP and met their development milestones 23 staff/caregivers completed ECEAP disabilities training 	CATHOLIC COM SVCS OF WESTERN WA CHILD CARE RESOURCES CHINESE INFORMATION & SERVICE CENTER COMMUNITY DAY SCHOOL ASSOCIATION EL CENTRO DE LA RAZA KING COUNTY LA ESCUELITA PARENT CHILD HOME PROGRAM, INC PRIMM TABERNACLE AME CHURCH PROSPECT ENRICHMENT PRESCHOOL REFUGEE & IMMIGRANT FAMILY CENTER REFUGEE WOMENS ALLIANCE SEA MAR COMMUNITY HEALTH CENTER SEATTLE SCHOOL DISTRICT #1 SOUTHWEST YOUTH & FAMILY SVCS TINY TOTS DEVELOPMENT CENTER UNIVERSITY OF WASHINGTON WA ALLIANCE FOR BETTER SCHOOLS ZION PREPARATORY ACADEMY	\$4,031,003
Family Child Care Nutrition Program (ESS – 26F)	Provides nutrition education and reimbursement for food to family childcare homes serving mostly low income families. The nutrition program helps ensure children's healthy development and helps keep the cost of family child care lower. Focus is on serving providers of color and linking them to early childhood education resources.	<ul style="list-style-type: none"> 1,500 children are able to meet their nutritional needs 	<ul style="list-style-type: none"> 3,424¹⁰ children were able to meet their nutritional needs 	INTERNAL HSD MANAGED PROGRAM – 213 NUTRITION VENDORS	\$1,280,843
Total					\$8,973,865

¹⁰ Outcome targets were under projected in 2007. 2008 target is 3,000.

Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective, & NA = Not Applicable



Program area (funding objective*)	Program Area Description	2007 Projected Outcomes	2007 Achieved Outcomes	Contractors	Expense
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STRATEGY: Build strong family and community support for children

Family Centers (ESS – 27A) ¹¹	Provides services including parent education, child development, life skills, informal network building, advocacy, and information and referral to families in a community-based setting. Free child care is provided while parents attend classes/activities. Family Centers are a place for families to go for connection, friendship, and a sense of community.	<ul style="list-style-type: none"> 1,240 family members have healthy, nurturing relationships with one another 865 people are connected to their communities 525 parents/guardians participate in their child's learning 73 parents/guardians strengthen parenting skills 	<ul style="list-style-type: none"> 1,519 family members obtained healthy, nurturing relationships with one another 1,070 people were connected to their communities 830 parents/guardians participated in their child's learning 130 parents/guardians strengthened parenting skills 	ABUSED DEAF WOMENS ABVOCACY SVS ATLANTIC STREET CENTER CHILDRENS HOME SOCIETY OF WA CHINESE INFORMATION & SERVICE CENTER FAMILY WORKS LUTHERAN COMMUNITY SERVICES NORTHWEST SOUTHWEST YOUTH & FAMILY SVCS	\$1,338,266
Immigrant and Refugee Family Support (ESS – 27C)	Provides services to help parents and family members deal with differing cultural expectations. Increases understanding and knowledge about local American school, legal, and health systems enabling parents to access services and advocate for their children. Provides parent support services and information to address family safety issues and stress management. Immigrant and Refugee Family Support the development of healthy parent/child relationships.	<ul style="list-style-type: none"> 642 parents will participate in their children's learning 	<ul style="list-style-type: none"> 817¹² parents participated in their children's learning 	CHINESE INFORMATION & SERVICE CENTER EL CENTRO DE LA RAZA LAO HIGHLAND ASSOC OF KING COUNTY REFUGEE WOMENS ALLIANCE SAFEFUTURES YOUTH CENTER SOUTHWEST YOUTH & FAMILY SVCS	\$294,063
Homeless Family Counseling (ESS – 27D) ¹³	Provides transitional education and support services for homeless students ages 5 to 13. Students transition to permanent educational placements when their families secure stable housing. Program participants reside in emergency shelters, transitional	<ul style="list-style-type: none"> 30 educationally at-risk students make academic progress 	<ul style="list-style-type: none"> 62 educationally at-risk students made academic progress 	FIRST PLACE	\$67,094

¹¹ For this SIP area, outcomes reflect an increase in the number of families surveyed.

¹² CISC, Safe Futures, and SWYFS exceeded their outcome targets.

¹³ Focus population in this SIP is transient and ability to engage them varies per year. Outcome target of 30 is the minimum per contract year.

Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective, & NA = Not Applicable

Program area (funding objective*)	Program Area Description	2007 Projected Outcomes	2007 Achieved Outcomes	Contractors	Expense
	housing, or motels.				
Teen Parent Support (ESS – 27G)	Provides family support services to pregnant and parenting teens, including GED preparation, teen parent support groups, life skills support, parent education and advocacy. Participating teen parents obtain and sustain employment, strengthen parenting skills and retain stable housing.	<ul style="list-style-type: none"> • 20 teen parents at risk of homelessness will stabilize their housing • 53 parents/families acquire/strengthen parenting skills • 10 teen parents are prepared to obtain and sustain employment 	<ul style="list-style-type: none"> • 23 teen parents at risk of homelessness stabilized their housing • 65 parents/families acquired/strengthened parenting skills • 16 teen parents were prepared to obtain and sustain employment 	ATLANTIC STREET CENTER CHILDRENS HOME SOCIETY OF WA FAMILY WORKS SOUTHWEST YOUTH & FAMILY SVCS	\$130,249
Total					\$1,829,672

STRATEGY: Improve youth mental health and decrease high risk behaviors

Youth Mental Health Counseling (ESS – 28A)	Provides individual, group, and family counseling, anger management and life skills training, and intensive family therapy to middle and high school age youth who have significant issues such as anger management or anti-social behaviors (many have a pattern of school disciplinary problems). Therapies are proven to be effective in reducing recidivism.	<ul style="list-style-type: none"> • 300 youth/children and/or their families acquire/strengthen coping abilities 	<ul style="list-style-type: none"> • 295 youth/children and/or their families acquired/strengthened coping abilities 	ASIAN COUNSEL & REFERRAL SVC CONSEJO COUNSELING & REF SERVICE PUGET SOUND NEIGHBORHOOD SOUTHEAST YOUTH FAMILY SERVICES SOUTHWEST YOUTH & FAMILY SVCS THERAPEUTIC HEALTH SERVICES INC	\$716,048
Reinvesting in Youth (ESS – 28B)	Provides intensive family therapy programs that reduce recidivism, and provides capacity building for youth serving agencies to evaluate and improve service models. Systems change focuses on reinvesting institutional funding into proven-effective community-based programs.	<ul style="list-style-type: none"> • First half of 2007, complete remaining cultural competency assessment, action plans, and technical assistance plans 	<ul style="list-style-type: none"> • Completed remaining cultural competency assessment, action plans, and technical assistance plans 	MINORITY EXEC DIR COALITION OF KC NONPROFIT ASSISTANCE CENTER PUGET SOUND EDUCATIONAL SERVICE	\$98,095
LGBTQ Youth (ESS – 28C)	Provides services to Lesbian, Gay, Bisexual, Transgender, and Questioning (LGBTQ) youth that are	<ul style="list-style-type: none"> • 412 youth/children develop/strengthen social skills • 21 youth are connected to their 	<ul style="list-style-type: none"> • 554¹⁴ youth/children developed/strengthened social skills • 43 youth were connected to their 	AMERICAN FRIENDS SERVICE COMMITTEE LAMBERT HOUSE LIFELONG AIDS ALLIANCE	\$143,109

Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective, & NA = Not Applicable



Program area (funding objective*)	Program Area Description	2007 Projected Outcomes	2007 Achieved Outcomes	Contractors	Expense
	designed to reduce risk factors and strengthen developmental assets and social supports. Services are culturally appropriate and targeted to LGBTQ youth who are at risk of homelessness, school failure, and isolation.	families <ul style="list-style-type: none"> 10 academically educationally at-risk students make academic progress 20 youth maintain the highest possible quality of life 	families <ul style="list-style-type: none"> 13 academically educationally at-risk students made academic progress 20 youth maintained the highest possible quality of life 		
Total					\$957,252

STRATEGY: Organize neighborhoods to address and prevent crime

Crime Prevention (ESS – 29A)	Promotes partnerships between residents, businesses, government agencies and service providers to advocate for safe neighborhoods and to develop strategies that create strong communities. Community-based crime prevention and public safety services focus on community organizing and support, training, advocacy and legislative action, and information dissemination.	<ul style="list-style-type: none"> 100 people have access to community services and activities 38 trainings on accessing community services and activities 15 people meet their immediate emergency/shelter needs 101 youth develop/strengthen social skills 30 educationally at-risk students make academic progress 24 youth are educated about violence, abuse, and neglect 185 youth learn and incorporate behaviors and skills that foster violence-free interactions 80 youth are able to maintain the highest possible quality of life 15 youth acquire/improve English language literacy skills 	<ul style="list-style-type: none"> 100 people had access to community services and activities 39 trainings provided on accessing community services and activities 15 people met their immediate emergency/shelter needs 101 youth developed/strengthened social skills 45 educationally at-risk students made academic progress 36 youth were educated about violence, abuse, and neglect 185 youth learned and incorporated behaviors and skills that fostered violence-free interactions 133¹⁵ youth were able to maintain the highest possible quality of life 18 youth acquired/improved English language literacy skills 	ASSOCIATED RECREATION COUNCIL CONSEJO COUNSELING & REF SERVICE INTERNATIONAL DIST EMERGENCY CTR SEA MAR COMMUNITY HEALTH CENTER SEATTLE NEIGHBORHOOD GROUP STREET OUTREACH SERVICES	\$1,091,149
Total					\$1,091,149

¹⁴ American Friends Service Committee exceeded their outcome targets.

¹⁵ Seattle Neighborhood Group exceeded outcome targets.

Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective, & NA = Not Applicable

Community Goal 3: A Safe Haven from all Forms of Violence and Abuse - Total \$2,941,480

Program area (funding objective*)	Program Area Description	2007 Projected Outcomes	2007 Achieved Outcomes	Contractors	Expense
STRATEGY: Support the safety and well being of victims of domestic violence and sexual assault					
Domestic Violence Shelters and Housing (SN – 31A)	Provides confidential emergency shelter for domestic violence victims who are being stalked and their children. Specialized transitional housing is provided to assist victims with affordable housing while they restructure their lives.	<ul style="list-style-type: none"> 8 families transitioning out of homelessness secure permanent housing 104 individuals and 65 households become economically self-sufficient 10¹⁶ individuals and 71 households secure and establish stable housing 384 adult victims of violence/abuse are able to meet safety needs 	<ul style="list-style-type: none"> 14 families transitioning out of homelessness secured permanent housing 88 individuals and 96 households became economically self-sufficient 84 individuals and 78 households secured and established stable housing 313 adult victims of violence/abuse were able to meet safety needs 	INTERNATIONAL DIST HOUSING ALLIANCE NEW BEGINNINGS INC THE SALVATION ARMY A CALIFORNIA CORP YWCA OF SEATTLE-KING-SNO COUNTY	\$915,692
Domestic and Sexual Violence Advocacy (SN – 31B)	Provides safety planning, crisis intervention, case management, information and referral, support groups, legal services, and advocacy and referral to victims of domestic violence and their children.	<ul style="list-style-type: none"> 617 homeless/low-income people become economically self-sufficient 896 adult victims of violence/abuse are able to meet safety needs 	<ul style="list-style-type: none"> 650 homeless/low-income people became economically self-sufficient 809 adult victims of violence/abuse were able to meet safety needs 	ABUSED DEAF WOMENS ADVOCACY SVS CHAYA CONSEJO COUNSELING & REF SERVICE NEW BEGINNINGS INC NORTHWEST JUSTICE PROJECT NW NETWORK OF BISEXUAL, TRANS, LESBIAN REFUGEE WOMENS ALLIANCE SEATTLE COUNSELING SERVICE SEATTLE INDIAN HEALTH BOARD THE SALVATION ARMY A CALIFORNIA CORP YWCA OF SEATTLE-KING-SNO COUNTY	\$957,651
Sexual Assault Victim Services (SN – 31F)	Provides 24-hour crisis intervention, information and referral, and legal and medical advocacy for sexual assault victims.	<ul style="list-style-type: none"> 1,563 survivors are able to cope with the effects of violence/abuse 	<ul style="list-style-type: none"> 1,922¹⁷ survivors were able to cope with the effects of violence/abuse 	ABUSED DEAF WOMENS ABVOCACY SVS HARBORVIEW MEDICAL CENTER KC SEXUAL ASSAULT RESOURCE CTR	\$505,024

¹⁶ Outcome target for the YWCA contract was under projected.

¹⁷ KC Sexual Assault Resource Center and Harborview exceeded outcome targets.

Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective, & NA = Not Applicable



Program area (funding objective*)	Program Area Description	2007 Projected Outcomes	2007 Achieved Outcomes	Contractors	Expense
				Total	\$2,378,367

STRATEGY: Hold batterers accountable

Batterer's Treatment for Indigent Batterers (SN – 33A)	Provides batterer's treatment for indigent batterers.	<ul style="list-style-type: none"> 99 batterers who successfully complete treatment reduce/stop abusive behaviors 	<ul style="list-style-type: none"> 91 batterers who successfully completed treatment reduced/stopped abusive behaviors 	ASIAN COUNSEL & REFERRAL SVC CONSEJO COUNSELING & REF SERVICE FAMILY SERVICES OF KING COUNTY HIGHLINE WEST SEA MENTAL HEALTH CTR	\$152,335
				Total	\$152,335

STRATEGY: Strengthen the system response to domestic violence and sexual assault

Domestic Violence Response System Improvement (SN – 34A)	Identifies and implements systems change efforts to enhance the coordinated community response to domestic violence and sexual assault.	<ul style="list-style-type: none"> MAP completes a process and outcome evaluation of the MAP project and a community action agenda (a planning process to determine future MAP activities). 145 people are educated about violence, abuse and neglect 	<ul style="list-style-type: none"> Process and outcome evaluation of the MAP project and a community action agenda were developed. 191 people were educated about violence, abuse and neglect 	CHINESE INFORMATION & SERVICE CENTER KING COUNTY COALITION AGAINST DV NORTHWEST IMMIGRANT RIGHTS PROJECT T&M Moore	\$110,061
				Total	\$110,061

STRATEGY: Build community support to end domestic violence and sexual assault

Domestic and Sexual Violence Prevention (ESS – 35A) ¹⁸	Provides community organizing and training of youth and other community members on domestic, dating and sexual violence to foster positive healthy relationships.	<ul style="list-style-type: none"> 45 individuals become economically self-sufficient 15 educationally at-risk students make academic progress 1,089 individuals are educated about violence, abuse, and/or neglect 75 adult victims of violence/abuse are able to meet safety needs 80 adult survivors are able to cope with the effects of 	<ul style="list-style-type: none"> 98 individuals became economically self-sufficient 44 educationally at-risk students made academic progress 1,089 individuals were educated about violence, abuse, and/or neglect 142 adult victims of violence/abuse were able to meet safety needs 142 adult survivors were able to cope with the effects of violence/ 	ASIAN COUNSEL & REFERRAL SVC COMMUNITIES AGAINST RAPE AND ABUSE CONSEJO COUNSELING & REF SERVICE NW NETWORK OF BISEXUAL, TRANS, LESBIAN REFUGEE WOMENS ALLIANCE STREET OUTREACH SERVICES YWCA OF SEATTLE-KING-SNO COUNTY	\$300,716
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¹⁸ Higher number of clients accessing services in this SIP area is a result of increased outreach efforts.

Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective, & NA = Not Applicable

Program area (funding objective*)	Program Area Description	2007 Projected Outcomes	2007 Achieved Outcomes	Contractors	Expense
		violence/abuse • 15 youth are able to obtain/sustain employment	abuse • 44 youth were able to obtain/sustain employment		
Total					\$300,716

Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective, & NA = Not Applicable



Community Goal 4: Health Care to be as Physically and Mentally Fit as Possible¹⁹ - Total \$38,456,221

Program area (funding objective*)	Program area description	Projected Outcomes	Achieved Outcomes	Contractors	Expense
STRATEGY: Meet the basic needs of seniors and people with disabilities					
Transportation (ESS – 41A)	Provides transportation to nutrition sites and medical appointments.	<ul style="list-style-type: none"> 2,850 seniors have access to community services and activities 	<ul style="list-style-type: none"> 3,485 seniors were provided access to community services and activities 	SENIOR SERVICES OF SEATTLE KING COUNTY	\$486,181
Information and Assistance for Seniors (ESS – 41B)	<p>Provides information and access to health and long term care services for low income, frail, isolated elders, including non-English speaking elders from the Asian Pacific Islanders and Latino communities, elder residents in Seattle public housing, and homeless downtown. Clients are able to access services which they otherwise are unable to access alone.</p> <p>Gatekeepers and other members of the community are trained to recognize signs that may indicate a vulnerable adult is at risk of abuse, neglect or exploitation, and how to report those concerns.</p>	<ul style="list-style-type: none"> 6,910 seniors have access to community services and activities 	<ul style="list-style-type: none"> 8,617 seniors were provided access to community services and activities 	ASIAN COUNSEL & REFERRAL SVC CHINESE INFORMATION & SERVICE CENTER NEIGHBORHOOD HOUSE INC PIKE MARKET SENIOR CENTER SEA MAR COMMUNITY HEALTH CENTER SENIOR SERVICES OF SEA KING COUNTY	\$1,473,008
Housing Support (ESS – 41C)	<p>Matches primarily low income homeowners 75 years of age or older and the severely disabled with tenants needing low cost housing.</p> <p>Homesharing helps individuals remain independent in their own homes, and have companionship and security while also providing safe, affordable housing choices for people of all ages.</p>	<ul style="list-style-type: none"> 27 seniors are able to maintain the highest possible quality of life 	<ul style="list-style-type: none"> 30 seniors were able to maintain the highest possible quality of life 	SENIOR SERVICES OF SEATTLE KING COUNTY	\$74,475

¹⁹ Public Health programs under this goal area are in the process of being incorporated into the SIP outcome framework.
 Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective, & NA = Not Applicable

Program area (funding objective*)	Program area description	Projected Outcomes	Achieved Outcomes	Contractors	Expense
Access Services for Adults w/ Disabilities (ESS – 41D)	Provides sign language interpreting for deaf and hard of hearing individuals, case management services for deaf/blind persons, and advocacy on behalf of people with disabilities, to maximize independent living.	<ul style="list-style-type: none"> • 2,800²⁰ contacts for information and referral • 48 individuals have access to community services and activities • 40 individuals with physical and/or developmental disabilities are able to live as independently as possible 	<ul style="list-style-type: none"> • 6,612 contacts for information and referral were provided • 48 individuals were provided access to community services and activities • 40 individuals with physical and/or developmental disabilities were able to live as independently as possible 	CRISIS CLINIC DEAF BLIND SERVICE CENTER HEARING SPEECH & DEAFNESS CENTER	\$123,814
Total					\$2,157,478

STRATEGY: Increase health and wellness of vulnerable populations

Health Promotion and Wellness (ESS – 42A)	<p>Provides services in senior centers and community centers that incorporate strength, flexibility, and cardiovascular exercise components, health monitoring by a nurse, peer support, problem solving, and social activation.</p> <p>As a result, participants significantly reduce hospitalizations and increase physical activity, thus reducing health care costs and improving health outcomes.</p>	<ul style="list-style-type: none"> • 1,765 people are able to maintain the highest possible quality of life 	<ul style="list-style-type: none"> • 1,714 people were able to maintain the highest possible quality of life 	HIGHLINE MEDICAL CENTER REFUGEE WOMENS ALLIANCE SENIOR SERVICES OF SEA KING COUNTY UKRAINIAN COMMUNITY CENTER OF WA	\$236,721
Chronic Conditions/Medication Management (ESS – 42B)	Uses an automated system to monitor and facilitate interventions for case management clients with chronic diseases such as diabetes, hypertension, etc. Interventions include nutrition counseling, physical activity/exercise, and medication management.	<ul style="list-style-type: none"> • 1,034 seniors receive medical care and/or treatment 	<ul style="list-style-type: none"> • 322²¹ seniors received medical care and/or treatment 	KIN ON COMMUNITY HEALTH CARE UNIVERSITY OF WASHINGTON	\$133,227

²⁰ Agency exceeded outcome targets. Targets adjusted upward in 2008.

²¹ Outcomes for this service area were over projected by the State of Washington in their contract with HSD.

Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective, & NA = Not Applicable

Program area (funding objective*)	Program area description	Projected Outcomes	Achieved Outcomes	Contractors	Expense
Nutrition Programs (ESS – 42C)	Provides nutritious meals that are ethnically appropriate, and physical / social activities to frail, isolated elders from ethnic communities. This healthy nutrition improves health status.	<ul style="list-style-type: none"> 9,500 seniors meet their nutritional needs 	<ul style="list-style-type: none"> 9,206 seniors met their nutritional needs 	ASIAN COUNSEL & REFERRAL SVC EL CENTRO DE LA RAZA PACIFIC ASIAN EMPOWERMENT PROGRAM PIKE MARKET SENIOR CENTER REFUGEE WOMENS ALLIANCE SEA MAR COMMUNITY HEALTH CENTER SEATTLE CHINATOWN INTL DISTRICT PDA SEATTLE HOUSING AUTHORITY SENIOR SERVICES OF SEA KING COUNTY SOMALI COMMUNITY SERVICES OF SEATTLE UNITED INDIANS OF ALL TRIBES	\$2,933,730
Family Caregiver Programs (ESS – 42D)	Provides caregiver information and support that focuses on both the individual caregiver and the system that supports the caregiver. Programs includes in-home and out-of-home respite care services for family and other unpaid caregivers that provide the daily services required when caring for adults with functional disabilities.	<ul style="list-style-type: none"> 1,370 care givers are able to maintain the highest possible quality of life 	<ul style="list-style-type: none"> 2,206²² care givers were able to maintain the highest possible quality of life 	ALZHEIMERS ASSOCIATION OF ATLANTIC STREET CENTER CATHOLIC COM SVCS OF WESTERN WA CHINESE INFORMATION & SERVICE CENTER CRISIS CLINIC ENCOMPASS NORTHWEST KIN ON COMMUNITY HEALTH CARE PUBLIC HOSPITAL DISTRICT #2 OF KC SENIOR SERVICES OF SEA KING COUNTY SOLID GROUND WASHINGTON SOUTHEAST YOUTH FAMILY SERVICES	\$1,122,479
Respite for Caregivers of Seniors and Adults w/ Disabilities (ESS – 42E)	Respite Care services focus on meeting the needs of caregivers by providing them time away from the responsibilities of ongoing care of a disabled adult. The care that is provided ranges from companionship and supervision to care by a registered nurse. Respite care is provided both in-home and in the community.	<ul style="list-style-type: none"> 313 caregivers are able to maintain the highest possible quality of life 	<ul style="list-style-type: none"> 313 caregivers were able to maintain the highest possible quality of life 	AUBURN RESPITE PROGRAM CATHOLIC COM SVCS OF WESTERN WA CHINESE INFORMATION & SERVICE CENTER CRISIS CLINIC ELDER & ADULT DAY SERVICES ELDER HEALTH NORTHWEST JEWISH FAMILY SERVICE KIN ON COMMUNITY HEALTH CARE KOREAN WOMENS ASSOCIATION (IKWA) NIKKEI CONCERNS POLACK ADULT DAY CENTER	\$521,192

²² Senior Services of Seattle King County exceeded its outcome targets by 733.

Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective, & NA = Not Applicable

Program area (funding objective*)	Program area description	Projected Outcomes	Achieved Outcomes	Contractors	Expense
				PROVIDENCE MOUNT ST VINCENT PUBLIC HOSPITAL DISTRICT #2 OF KC SEA MAR COMMUNITY HEALTH CENTER SENIOR SERVICES OF SEA KING COUNTY SOLID GROUND WASHINGTON VASHON ISLAND COMMUNITY CARE VISITING NURSE SERVICES OF THE NW VOLUNTEERS OF AMERICA	
Total					\$4,947,349

STRATEGY: Increase senior social engagement

Senior Volunteer Program (ESS – 43A)	Matching programs connect people with City, non-profit, and social service agencies working on behalf of older people and adults with disabilities. Host sites register ongoing and one time volunteer opportunities with programs. Registered volunteers select an appropriate community service position.	<ul style="list-style-type: none"> 1,750 seniors will connect to their community through volunteer programs. 3,700 seniors will connect with their community through 17 community events. 	<ul style="list-style-type: none"> 1,252 seniors connected to their community through volunteer programs. 4,700 seniors connected with their community through 18 community events. 	INTERNAL HSD MANAGED PROGRAM	\$77,168
Senior Centers (ESS – 43C)	Offers access to services and resources on-site, including meals, transportation, health screening, and exercise and fitness. Senior centers are community resource centers that meet the physical and emotional needs of older adults.	<ul style="list-style-type: none"> 500 seniors are able to maintain the highest possible quality of life 	<ul style="list-style-type: none"> 621 seniors were able to maintain the highest possible quality of life 	INTERNATIONAL DROP-IN CENTER PHINNEY NEIGHBORHOOD ASSOCIATION SENIOR SERVICES OF SEA KING COUNTY SOUTH PARK AREA REDEV COMMITTEE WALLINGFORD COMM SENIOR CENTER	\$237,864
Total					\$315,032

STRATEGY: Improve independence for frail, older adults

Outreach for Seniors (SN – 44A)	Connects isolated, frail elders in ethnic communities with services that enable them to live independently and avoid	<ul style="list-style-type: none"> 35 seniors are able to maintain the highest possible quality of life 	<ul style="list-style-type: none"> 35 seniors maintained the highest possible quality of life 	CHINESE INFORMATION & SERVICE CENTER SENIOR SERVICES OF SEA KING COUNTY	\$155,985
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Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective, & NA = Not Applicable

Program area (funding objective*)	Program area description	Projected Outcomes	Achieved Outcomes	Contractors	Expense
	premature nursing home placement.				
Home Care and In Home Services (SN – 44B)	<p>Provides medical and personal care services to individuals in their own homes. Medical services included nursing, physical, occupational or speech therapy, and/or home health aide services. The individuals receiving services are under the care of a physician. Personal care includes feeding, toileting, and bathing services.</p> <p>Investment amount includes reimbursement for home care workers' health plan premiums. Home care providers directly bill the state for home care hours.</p>	<ul style="list-style-type: none"> 2,897 seniors are able to maintain the highest possible quality of life 	<ul style="list-style-type: none"> 3,712 seniors were able to maintain the highest possible quality of life 	ADDUS HEALTHCARE INC AMICABLE HEALTHCARE INC ASIAN COUNSEL & REFERRAL SVC CATHOLIC COM SVCS OF WESTERN WA CHESTERFIELD SERVICES INC CHINESE INFORMATION & SERVICE CENTER CORINTHIANS HOMECARE SVCS CORP ELDER HEALTH NORTHWEST ELITE INTERNATIONAL KIN ON COMMUNITY HEALTH CARE KOREAN WOMENS ASSOCIATION (IKWA) MILLENNIA HEALTHCARE INC ON YOUR OWN INC PROFESSIONAL CHOICE HOME HEALTH PUBLIC HOSPITAL DISTRICT #2 OF KC RES-CARE WASHINGTON INC SEA MAR COMMUNITY HEALTH CENTER SOLID GROUND WASHINGTON SOUNDCARE HOME CARE SERVICES	\$10,342,223
Case Management for Seniors, Adults w/ Disabilities (SN – 44C)	<p>Provides in-depth assistance to frail, multiple needs persons who have significant health and social needs. The case managers conduct in-home assessments and consult with the client in order to develop and implement a service plan that addresses the individual's needs.</p>	<ul style="list-style-type: none"> 10,000 seniors and adults with disabilities maintain the highest possible quality of life 140 seniors at-risk of becoming homeless retain stable housing and 16 seniors transitioning out of homelessness secure permanent housing 862 seniors receive medical care and/or treatment through access to Medicare Part D prescription drug plans 72 service hours are provided to individuals with mental illness so that they are able to function at the highest level possible 	<ul style="list-style-type: none"> 11,609 seniors and adults with disabilities maintained the highest possible quality of life. 202 seniors at-risk of becoming homeless retained stable housing and 16 seniors transitioning out of homelessness secured permanent housing 1,182 seniors received medical care and/or treatment through access to Medicare Part D prescription drug plans 72 service hours were provided to individuals with mental illness so that they are able to function at the highest level possible 	ASIAN COUNSEL & REFERRAL SVC CATHOLIC COM SVCS OF WESTERN WA CHINESE INFORMATION & SERVICE CENTER HARBORVIEW MEDICAL CENTER KING COUNTY KING COUNTY HOUSING AUTHORITY PUBLIC HOSPITAL DISTRICT #2 OF KC SENIOR SERVICES OF SEA KING COUNTY UNIVERSITY OF WASHINGTON	\$3,703,321

Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective, & NA = Not Applicable

Program area (funding objective*)	Program area description	Projected Outcomes	Achieved Outcomes	Contractors	Expense
Client Specific Fund for Seniors and Adults w/ Disabilities (SN – 44D)	Makes available individually tailored services to meet each client's specific needs so that they are able to stay in their own home. Such services are authorized by case managers and provided through ADS service providers as well as outside vendors.	<ul style="list-style-type: none"> 111 seniors are able to maintain the highest possible quality of life 	<ul style="list-style-type: none"> 105 seniors were able to maintain the highest possible quality of life 	ASIAN COUNSEL & REFERRAL SVC CHINESE INFORMATION & SERVICE CENTER PUBLIC HOSPITAL DISTRICT #2 OF KC	\$69,267
Legal Services (SN – 44E)	<p>Provides group legal representation, including class action lawsuits, advocacy training and information to service providers, volunteer advocates, and individual client legal services.</p> <p>Older people secure rights, benefits, and entitlements under federal, state, and local laws. Program also seeks to effect favorable changes in laws and regulations that affect older people. Additionally, Legal Services strives to maintain public and private resources that benefit low-income elderly people.</p>	<ul style="list-style-type: none"> Seniors obtain a total of 1,768 hours of legal assistance 	<ul style="list-style-type: none"> Seniors obtained a total of 1,622 hours of legal assistance 	COLUMBIA LEGAL SERVICES	\$184,301
Mental Health (SN – 44F)	Offers mental health consultation support via case management staff to clients who may be resistant to receiving services.	<ul style="list-style-type: none"> 248 hours of mental health consultation help seniors maintain the highest possible quality of life 	<ul style="list-style-type: none"> 300 hours of mental health consultation helped seniors maintain the highest possible quality of life 	EVERGREEN HEALTHCARE	\$11,727.18
Home Care / Individual Provider Training and Continuing Ed (SN – 44G)	<p>Provides training covering basic caregiving concepts, the "Fundamentals of Caregiving" curriculum and yearly continuing education to paid caregivers and providers.</p> <p>Training program assures the safety and well-being of clients receiving care and the safety of the care provider.</p>	<ul style="list-style-type: none"> 6,000 staff/caregivers are trained and help seniors maintain the highest possible quality of life 	<ul style="list-style-type: none"> 7,173 staff/caregivers were trained and helped seniors maintain the highest possible quality of life 	ASIAN COUNSEL & REFERRAL SVC CHINESE INFORMATION & SERVICE CENTER PROFESSIONAL REGISTRY OF NURSING INC PUBLIC HOSPITAL DISTRICT #2 OF KC	\$526,714

Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective, & NA = Not Applicable



Program area (funding objective*)	Program area description	Projected Outcomes	Achieved Outcomes	Contractors	Expense
Adult Day Care/Day Health (ESS – 44H)	Provides services to older adults and adults with disabilities to prevent or delay the need for institutional care. Participants attend centers during the day on a regular basis and receive care to meet their physical, mental, and emotional needs.	<ul style="list-style-type: none"> 86 seniors are able to maintain the highest possible quality of life 	<ul style="list-style-type: none"> 86 seniors were able to maintain the highest possible quality of life 	CHINESE INFORMATION & SERVICE CENTER ELDER & ADULT DAY SERVICES ELDER HEALTH NORTHWEST SENIOR SERVICES OF SEA KING COUNTY	\$281,187
Elder Abuse Prevention (SN – 44I)	Utilizes trained volunteers to assist in investigation and resolution of complaints made on behalf of residents. The residential Long Term Care Ombudsman Program improves the quality of life for residents of nursing homes, congregate care facilities and adult family homes. Changes in federal, state and local legislations are also recommended by the program.	<ul style="list-style-type: none"> 800 elders are able to maintain the highest possible quality of life 	<ul style="list-style-type: none"> 1,748 elders were able to maintain the highest possible quality of life 	SOLID GROUND WASHINGTON	\$71,565
Total					\$15,346,290

STRATEGY: Aging services coordination

Aging Service Coordination – Area Agency on Aging (ESS – 45A)	Develops and implements Area Plan on Aging as required by the federal Older Americans Act and State Unit on Aging (DSHS). This program area cuts across all four of the previous strategies.	<ul style="list-style-type: none"> 25 Area Plan on Aging objectives completed 	<ul style="list-style-type: none"> 28 Area Plan on Aging objectives completed (2004 – 2007) 	INTERNAL HSD PLANNING INITIATIVE SENIOR SERVICES OF SEATTLE KING COUNTY	\$1,662,191
Total					\$1,662,191

STRATEGY: Improve the health of vulnerable and low income residents of Seattle

Access to Drug and Alcohol Treatment (SN – 46A)	Supports the cost of methadone treatment for opiate dependent people including those arrested for crimes. Provides transportation for chronic	<ul style="list-style-type: none"> Opiate dependent clients receive 913 months of Methadone treatment 70% (39) of opiate dependent 	<ul style="list-style-type: none"> Opiate dependent clients received 792 months of Methadone treatment 67% (38) of opiate dependent 	SEATTLE-KING COUNTY PUBLIC HEALTH	\$1,258,207
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Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective, & NA = Not Applicable

Program area (funding objective*)	Program area description	Projected Outcomes	Achieved Outcomes	Contractors	Expense
	<p>public inebriants, and intoxicated and incapacitated people to service without the need of police involvement.</p> <p>Provides triage and linkage to services for people in crisis. Links high-risk youth to treatment and other services and helps them to achieve goals.</p>	<p>clients are retained in treatment 12 months or longer</p> <ul style="list-style-type: none"> • 72 patients are admitted to detox • 40 persons receive case management services • 13,200 persons are transported to appropriate services after calls to 911 are received for assistance with incapacitated individuals on the streets • 1,000 in-person responses provided in situations where police or fire department personnel are standing by • 180 youth are admitted into chemical dependency treatment 	<p>clients were retained in treatment 12 months or longer</p> <ul style="list-style-type: none"> • 148 patients were admitted to detox • 41 persons received case management services • 13,365 persons were transported to appropriate services after calls to 911 were received for assistance with incapacitated individuals on the streets • 1,285 in-person responses provided in situations where police or fire department personnel were standing by • 185 youth were admitted into chemical dependency treatment 		
Asthma – Environmental Health (ESS – 46B)	Supports community strategies to improve indoor air quality and eliminate pollutants that can contribute to or exacerbate asthma and other health problems.	<ul style="list-style-type: none"> • 22 housing units are assessed and receive intervention support • 4 low-income housing complexes are assessed and receive support to make improvements • 2 low-income housing complexes are assessed and receive support that resolves indoor air quality improvements • 30 MHE community forums or special outreach events are provided within the Health Planning Areas of the City that have a significantly higher rate of asthma hospitalization for children and adults compared with the County average • 80 residents that receive a HEAL Assessment and create a Home Action Plan make at least one behavior change that improves their indoor air quality 	<ul style="list-style-type: none"> • 44 housing units were assessed and received intervention support • 9 low-income housing complexes were assessed and received support to make improvements • 2 low-income housing complexes were assessed and received support that resolved indoor air quality improvements • 35 MHE community forums or special outreach events were provided within the Health Planning Areas of the City that have a significantly higher rate of asthma hospitalization for children and adults compared with the County average • 97 residents received a HEAL Assessment and created a Home Action Plan made at least one behavior change that improved their indoor air quality 	AMERICAN LUNG ASSOCIATION OF NW SEATTLE-KING COUNTY PUBLIC HEALTH	\$121,687

Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective, & NA = Not Applicable



Program area (funding objective*)	Program area description	Projected Outcomes	Achieved Outcomes	Contractors	Expense
Best Beginnings (ESS – 46C)	Provides public health nurse visits to high-risk first-time pregnant and parenting teen moms. This proven strategy improves birth and long-term life outcomes for children/parents.	<ul style="list-style-type: none"> 68 newborns of adolescent mother's have positive birth outcomes (birth weight, decreased prematurity [37+ weeks]) 118 adolescent mother's progress in school (attendance, continue and make progress, advance grade level, GED, graduate) and/or progress in employment or training 143 adolescent mother's delay a second pregnancy at least until their first baby is two years old 	<ul style="list-style-type: none"> 71 newborns of adolescent mother's had positive birth outcomes (birth weight, decreased prematurity [37+ weeks]) 124 adolescent mother's made progress in school (attendance, continue and make progress, advance grade level, GED, graduate) and/or progress in employment or training 138 adolescent mother's delayed a second pregnancy at least until their first baby was two years old 	SEATTLE-KING COUNTY PUBLIC HEALTH	\$507,859
Health Care Access and Outreach (ESS – 46D)	Provides access to services and public benefits. Addresses disparities in birth outcomes by providing outreach and referral services to high-risk African American, Latina, and Native American pregnant women. Connects low-income families and individuals to health care, childcare, utility assistance, food resources, tax support and other public benefits/programs.	<ul style="list-style-type: none"> 600 low income individuals and family members obtain health insurance coverage 350 low income individuals and family members receive other public benefits 4,000 low income individuals and family members receive health education 200 women of childbearing age and their families are linked to health care or other resources 	<ul style="list-style-type: none"> 759 low income individuals and family members obtained health insurance coverage 375 low income individuals and family members received other public benefits 3,744 low income individuals and family members received health education 290 women of childbearing age and their families were linked to health care or other resources 	SEATTLE-KING COUNTY PUBLIC HEALTH VERBENA	\$295,352
Health Care for the Homeless (SN – 46E)	Employs multiple strategies to address the health care needs of the homeless. Services increase access to care and include enhanced TB services, technical assistance and training of providers, on-site health services, medical respite, case management, dental care, and an array of services to address complex medical, mental health and substance abuse needs of homeless clients.	<ul style="list-style-type: none"> 5,000 homeless people will improve access to health care 26 City-funded shelters and homeless service sites meet the City's new standards for communicable disease prevention 200 clients will receive one-on-one Mobile Community Health nursing team services and 120 will be linked to needed services 40% (80) of clients receiving Mobile Community Health Team 	<ul style="list-style-type: none"> 5,064 homeless people have improved access to health care 30 City-funded shelters and homeless service sites met the City's new standards for communicable disease prevention 376 clients received one-on-one Mobile Community Health nursing team services and 120 were linked to needed services 55% (109) of clients receiving Mobile Community Health Team 	SEATTLE-KING COUNTY PUBLIC HEALTH	\$1,225,348

Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective, & NA = Not Applicable

Program area (funding objective*)	Program area description	Projected Outcomes	Achieved Outcomes	Contractors	Expense
		<p>services will be linked to primary care services</p> <ul style="list-style-type: none"> • 250 staff are trained in communicable disease prevention and control • 563 unduplicated clients with a chronic medical condition will set at least one self-management goal • 36 REACH clients move from homelessness into housing • 9 TB patients will move into transitional or permanent housing • 8 TB patients will remain in stable housing at least six months after treatment • 26 City-funded homeless agencies will meet the City's new standards for compliance with TB Guidelines • 4 homeless agencies not City-funded will meet the City's new standards for compliance with TB Guidelines 	<p>services were linked to primary care services</p> <ul style="list-style-type: none"> • 357 staff were trained in communicable disease prevention and control • 500 unduplicated clients with a chronic medical condition set at least one self-management goal • 59 REACH clients moved from homelessness into housing • 10 TB patients moved into transitional or permanent housing • 8 TB patients remained in stable housing at least six months after treatment • 29 City-funded homeless agencies met the City's new standards for compliance with TB Guidelines • 6 homeless agencies not City-funded met the City's new standards for compliance with TB Guidelines 		
HIV / AIDS (SN – 46F)	<p>Provides enhanced HIV prevention and case management services for people with HIV/AIDS or at high risk of acquiring HIV. Includes case management to ensure access to ongoing medical care, adherence to complex medical treatments and other services.</p> <p>In addition, prevents the spread of HIV among high risk populations including men who have sex with men and injection drug users.</p>	<ul style="list-style-type: none"> • 2,475 people infected with HIV/AIDS receive case management services • 97 women infected with HIV/AIDS who are pregnant or have children receive case management services • 1.8 – 2 million used syringes are safely disposed and exchanged for clean syringes • 160 IV drug users receive Methadone treatment 	<ul style="list-style-type: none"> • 2,824 people infected with HIV/AIDS received case management services • 102 women infected with HIV/AIDS who are pregnant or have children received case management services • 2.1 million used syringes were safely disposed and exchanged for clean syringes • 212 IV drug users received Methadone treatment 	SEATTLE-KING COUNTY PUBLIC HEALTH	\$627,843
Oral Health (ESS – 46H)	Supports effective prevention strategies to promote the oral health of high-risk children, particularly immigrants, refugees, children of color, and low	<ul style="list-style-type: none"> • 1,450 second and third grade students receive dental health screening 	<ul style="list-style-type: none"> • 1,648 second and third grade students received dental health screening 	SEATTLE-KING COUNTY PUBLIC HEALTH	\$117,712

Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective, & NA = Not Applicable



Program area (funding objective*)	Program area description	Projected Outcomes	Achieved Outcomes	Contractors	Expense
	income clients.	<ul style="list-style-type: none"> 850 students at-risk for tooth decay at 30 Seattle public schools will have dental sealants applied 85% (637) of sealants are retained one year after application, continuing to prevent decay 84 (28% of the 300) students are referred for needed dental treatment 	<ul style="list-style-type: none"> 1,014 students at-risk for tooth decay at 30 Seattle public schools had dental sealants applied 91% (922) of sealants were retained one year after application, continuing to prevent decay 16 (15% of the 104) students were referred for needed dental treatment 		
Primary Care: Medical and Dental (SN – 46I)	Supports medical, dental, and specialty care services for the uninsured, underinsured and low-income. Helps eligible people to access Medicaid/ publicly sponsored health insurance.	<ul style="list-style-type: none"> 112,000 primary health care visits are provided to low income Seattle residents 59,000 dental visits are provided to low-income Seattle residents 550 uninsured patients receive specialty care services through Project Access 36,300 primary care medical visits are provided to uninsured Seattle residents 25,200 dental visits are provided to uninsured Seattle residents 20,085 uninsured persons receive assistance in health insurance program enrollment 	<ul style="list-style-type: none"> 107,843 primary health care visits were provided to low income Seattle residents 69,432 dental visits were provided to low-income Seattle residents 1,012 uninsured patients received specialty care services through Project Access 34,851 primary care medical visits were provided to uninsured Seattle residents 27,801 dental visits were provided to uninsured Seattle residents 12,995 uninsured persons received assistance in health insurance program enrollment 	SEATTLE-KING COUNTY PUBLIC HEALTH	\$5,953,840
School Age Health (ESS – 46J)	Provides school-based health services for students at middle and high schools in Seattle. Includes medical and mental health services, and health-related support focused on supporting students' academic success. Services are provided by health centers and school nurses.	<ul style="list-style-type: none"> 4,500 students will have their primary health care need met at school 4,000 students will be fully immunized in compliance with state requirements. 1,800 students will manage their chronic conditions (e.g., asthma, diabetes, depression) 600 high risk students will receive interventions at school to improve academic achievement 	<ul style="list-style-type: none"> 5,101 students had their primary health care needs met at school 8,173 students were fully immunized in compliance with state requirements 2,556 students managed their chronic conditions (e.g., asthma, diabetes, depression) 1,162 high risk students received interventions at school to improve academic achievement 	SEATTLE-KING COUNTY PUBLIC HEALTH	\$3,855,512

Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective, & NA = Not Applicable

Program area (funding objective*)	Program area description	Projected Outcomes	Achieved Outcomes	Contractors	Expense
		<ul style="list-style-type: none"> 150 students will pass the WASL in 2006/07 	<ul style="list-style-type: none"> 474 students passed the WASL in 2006/07 		
Community Nursing Services (ESS – 46K)	Provides home and community nursing services for high risk populations including elderly and homeless people.	<ul style="list-style-type: none"> Home nursing visits for medically-fragile adults living in downtown low-income housing units integrated in the Health Care for the Homeless commitments (46E). 	<ul style="list-style-type: none"> Home nursing visits for medically-fragile adults living in downtown low-income housing units are reflected in the Health Care for the Homeless results (46E). 	SEATTLE-KING COUNTY PUBLIC HEALTH	\$64,521
Total					\$14,027,881

Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective, & NA = Not Applicable



Community Goal 5: Education and Job Skills to Lead an Independent Life - Total \$290,520

Program area (funding objective*)	Program area description	Projected Outcomes	Achieved Outcomes	Contractor	Expense
STRATEGY: Strengthen the economic self-sufficiency of adults					
Senior Employment (ESS – 52A)	Provides job placement assistance to job seekers over age 55. Part time community service employment opportunities are available for low-income King County residents age 55 or older.	<ul style="list-style-type: none"> 475 seniors gain employment 	<ul style="list-style-type: none"> 518 seniors gained employment 	CHIEF SEATTLE CLUB CHINESE INFORMATION & SERVICE CENTER KIN ON COMMUNITY HEALTH CARE PIKE MARKET SENIOR CENTER POWERFUL SCHOOLS SOUTHWEST YOUTH & FAMILY SVCS UNITED INDIANS OF ALL TRIBES YWCA OF SEATTLE-KING-SNO COUNTY	\$149,503
Homeless Employment (ESS – 52B)	Provides training and educational assistance to homeless persons seeking employment and matches homeless individuals seeking employment to appropriate jobs.	<ul style="list-style-type: none"> 112 homeless individuals increase economic self-sufficiency 	<ul style="list-style-type: none"> 136 homeless individuals increased economic self-sufficiency 	CASA LATINA	\$141,017
Total					\$290,520

Community Goal 6: Equal access to high-quality, culturally competent services - Total \$3,800,992

Program area (funding objective*)	Program area description	Projected Outcomes	Achieved Outcomes	Contractor	Expense
STRATEGY: Increase community based agency capacity					
Community Facilities (NA – 61A)	Provides technical assistance and capital funding through the CDBG Community Facilities Loan Program to community-based nonprofit organizations that help implement the City's priority human service goals.	<ul style="list-style-type: none"> 3²³ agencies will improve their ability to deliver high quality services 	<ul style="list-style-type: none"> 5 agencies improved their ability to deliver high quality services 	ASIAN COUNSEL & REFERRAL SVC CASA LATINA CHIEF SEATTLE CLUB DENISE LOUIE EDUCATION CTR FIRST AME CHILD AND FAMILY CENTER LOW INCOME HOUSING INSTITUTE NORTH HELPLINE OPERATIONAL EMERGENCY CENTER PIKE PLACE MARKET PDA SEATTLE NISEL VETERANS COMMITTEE WEST SEATTLE FOOD BANK	\$1,835,240
Architectural Assistance Services for Non-Profits (NA – 61B)	Funds architectural assistance to develop or rehabilitate human services agency facilities through an architectural firm.	<ul style="list-style-type: none"> 10²⁴ agencies will improve their ability to deliver high quality services 	<ul style="list-style-type: none"> 14 agencies improved their ability to deliver high quality services 	ENVIRONMENTAL WORKS	\$80,958
Service Quality and Efficiency (NA – 61D)	Provides coordination and system support food banks and community and congregate meal providers to assure homeless and other low income people have access to food.	<ul style="list-style-type: none"> Strengthen the capacity of human service organizations by providing essential training to 96 food provider staff The Meals Partnership Coalition will provide an additional 23 trainings 	<ul style="list-style-type: none"> Strengthened the capacity of human service organizations by providing essential training to 90 food provider staff The Meals Partnership Coalition provided an additional 28 trainings 	OPERATION: SACK LUNCH SOLID GROUND WASHINGTON	\$145,600
Administrative Operations (NA –)	Supports training, technical assistance, and other innovative strategies to help	<ul style="list-style-type: none"> 15²⁵ organizations will strengthen their capacity 	<ul style="list-style-type: none"> 29 organizations strengthened their capacity to deliver high 	HATE FREE ZONE WASHINGTON NONPROFIT ASSISTANCE CENTER	\$219,440

²³ 11 agencies received multi-year funding, three projects were expected to be completed in 2007.

²⁴ HSD contracted with Environmental Works to serve agencies in need of architecture assistance.

²⁵ HSD contracted with two agencies to provide technical assistance to small and emerging agencies in the SIP category.

Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective, & NA = Not Applicable



Program area (funding objective*)	Program area description	Projected Outcomes	Achieved Outcomes	Contractor	Expense
61E)	small or emerging agencies to strengthen their operations, e.g. broad development, financing and fund-raising, and staffing.	to deliver high quality services	quality services		
Total					\$2,281,238

STRATEGY: Adopt and implement progressive human service policies

Policy Advocacy (NA – 62A)	Assures that elected officials in other jurisdictions adopt policies and budgets that help poor and vulnerable residents of Seattle get the services they need, e.g. state-funded Medicaid, GAU, services for the homeless, and Workfirst. Advocacy and public education on public policy issues occurs at the regional, state and federal levels.	Sustain or improve public policies and funds that benefit low income people such as: <ul style="list-style-type: none"> • Successful education campaigns, legislative and administrative advocacy to maintain and improve public benefits for low-income families and individuals • Continue work to strengthen a diverse Statewide coalition to act on poverty issues • Implement plan to increase public support for stable regional health and human services funding • Training for tenants to advocate for affordable housing • Training for human service agency directors, staff, and volunteers to ensure the provision of culturally competent services 	Sustain or improve public policies and funds that benefit low income people such as: <ul style="list-style-type: none"> • Eliminated co-pays for children K-3 qualifying for reduced lunch • Extended Medicaid to foster care youth 18-21 years of age • Established an early learning advisory council • Coalition building on early learning and health coverage • Trained 15 low-income people to advocate policy makers and the media • Completed 12 public presentations on cultural competency 	CHILDRENS ALLIANCE MIN EXEC DIRECTORS COALITION OF KC NEIGHBORHOOD HOUSE INC SOLID GROUND WASHINGTON WA LOW INCOME HOUSING ALLIANCE	\$247,846
Total					\$247,846

Program area (funding objective*)	Program area description	Projected Outcomes	Achieved Outcomes	Contractor	Expense
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STRATEGY: Improve access to services

Access to Services (NA – 63A)	Provides information and referral, cultural competency training and client advocacy to help poor and vulnerable residents get access to human services.	<ul style="list-style-type: none"> • People will have access to community services and activities through 77,500²⁶ community information line contacts • 655 people who are not comfortable accessing care due to LGBT issues will increase their access to services • 252 youth/children and/or their families will acquire/strengthen coping abilities • 270 youth experiencing emotional distress/crisis are able to regain and/or maintain stability 	<ul style="list-style-type: none"> • People had access to community services and activities through 32,504 community information line contacts • 2,206²⁷ people who are not comfortable accessing care due to LGBT issues increased their access to services • 250 youth/children and/or their families acquired/strengthened coping abilities • 270²⁸ youth experiencing emotional distress/crisis were able to regain and/or maintain stability 	CRISIS CLINIC SEATTLE LGBT COMMUNITY CENTER SOLID GROUND WASHINGTON	\$227,281
People Point (Help for Working Families) (ESS – 63B)	Provides comprehensive access to and enrollment in multiple public benefits, including low-cost health insurance, child care subsidies, basic food programs, utility rate assistance and the Earned Income Tax Credit.	<ul style="list-style-type: none"> • 6,800²⁹ people will enroll in public benefits • 130 people will access community services 	<ul style="list-style-type: none"> • 5,571 people were enrolled in public benefits • 130 people accessed community services 	INTERNAL HSD MANAGED PROGRAM WELFARE RIGHTS ORGANIZING COALITION	\$93,697
Citizenship Services (ESS – 63C)	Provides support for naturalization services to individuals, trains staff to assist clients with naturalization applications and the process to gain citizenship and information to the general public about becoming citizens.	<ul style="list-style-type: none"> • 335 people will obtain citizenship • 27 people will obtain legal assistance • 22 staff will increase their capacity to assist people in obtaining citizenship 	<ul style="list-style-type: none"> • 391 people obtained citizenship • 48 people obtained legal assistance • 55 staff increased their capacity to assist people in obtaining citizenship 	ARCHDIOCESAN HOUSING AUTHORITY ASIAN COUNSEL & REFERRAL SVC CENTER FOR CAREER ALTERNATIVES CENTRAL SEATTLE COM HEALTH CTRS CHINESE INFORMATION & SERVICE CENTER EL CENTRO DE LA RAZA FILIPINO COMMUNITY OF SEATTLE	\$950,930

²⁶ 77,500 is an estimated outcome target developed at contract negotiation.

²⁷ Higher number represents an underestimate of targets during program development.

²⁸ Outcomes are youth receiving suicide prevention training, outcome under projected in 2007.

²⁹ People Point projections revised in August 2007 to 5,500 due to staffing issues, decrease in utility program enrollments, and more oversight by DSHS.

Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective, & NA = Not Applicable



Program area (funding objective*)	Program area description	Projected Outcomes	Achieved Outcomes	Contractor	Expense
	Programs increase access and support for primarily low-income, elderly immigrants and refugees seeking citizenship. Gaining citizenship contributes toward the security and unity of families and increases access to employment, education, mobility, civic participation, and services.			HORN OF AFRICA SERVICES INDOCHINA CHINESE REFUGEE ASSOCIATION INTERNATIONAL DIST HOUSING ALLIANCE INTERNATIONAL RESCUE COMMITTEE JEWISH FAMILY SERVICE KHMER COM OF SEATTLE KING COUNTY LAO COMMUNITY SERVICE OFFICE LITERACY SOURCE MY SERVICE MIND OF NORTHWEST NEIGHBORHOOD HOUSE INC NORTHWEST IMMIGRANT RIGHTS PROJECT REFUGEE WOMENS ALLIANCE SEA MAR COMMUNITY HEALTH CENTER ST JAMES CATHEDRAL UKRAINIAN COMMUNITY CENTER OF WA	
Total					\$1,271,908



2008 Continuum of Investments Outcome Projections

Goals, Strategies, Funding Objectives, Program Areas,
Projected Outcomes, and Budget

COMMUNITY GOAL 1: FOOD TO EAT AND A ROOF OVERHEAD **TOTAL \$28,899,038**..... **6**

STRATEGY: Prevent homelessness..... **6**
 Rent Assistance (ESS – 11A) 6
 Eviction Prevention / Tenant Stabilization (ESS – 11B) 6
 Utility Assistance (ESS – 11C)..... 6

STRATEGY: Move people from homelessness to housing..... **6**
 Emergency Shelters (SN – 12A)..... 6
 Transitional Housing (SN – 12B)..... 7
 Homeless Youth Services (SN – 12C) 7
 Day Centers (SN – 12D) 7
 Hygiene (SN – 12E) 7
 Community Support (SN – 12F)..... 8
 Permanent Housing (SN – 12H)..... 8

STRATEGY: Reduce hunger..... **8**
 Food Banks (SN – 13A) 8
 Food Distributors (SN – 13B)..... 9
 Meal Programs (SN – 13C)..... 9
 Summer Breakfast and Lunch Program (ESS – 13D)..... 9
 Emergency Food Systems Support (NA-13E)..... 9

COMMUNITY GOAL 2: SUPPORTIVE RELATIONSHIPS WITHIN FAMILIES, NEIGHBORHOODS AND COMMUNITIES **TOTAL \$17,356,539**

STRATEGY: Increase participation of children and youth in out-of-school time..... **10**
 After school and Summer programs (cross – 24A)..... 10

STRATEGY: Improve safety of high risk middle and high school youth..... **10**
 Youth Asset Development and Educational Support (ESS – 25A)..... 10
 Youth Outreach and Case Management (ESS – 25B)..... 10
 Youth Employment and Training (ESS – 25C)..... 11

STRATEGY: Ensure children are ready for kindergarten..... **11**
 Child Care Subsidies for Working Families (ESS – 26A)..... 11
 Supporting Child Care Quality (ESS – 26B) 11
 Early Childhood Literacy (ESS – 26C)..... 11
 Homeless Child Care (ESS – 26D)..... 11
 Kindergarten Readiness (ESS – 26E)..... 12
 Family Child Care Nutrition Program (ESS – 26F)..... 12

* Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective

Program area (funding objective*)	Program area description	Projected Outcomes	Achieved Outcomes	Contractor	Expense
	Programs increase access and support for primarily low-income, elderly immigrants and refugees seeking citizenship. Gaining citizenship contributes toward the security and unity of families and increases access to employment, education, mobility, civic participation, and services.			HORN OF AFRICA SERVICES INDOCHINA CHINESE REFUGEE ASSOCIATION INTERNATIONAL DIST HOUSING ALLIANCE INTERNATIONAL RESCUE COMMITTEE JEWISH FAMILY SERVICE KHMER COM OF SEATTLE KING COUNTY LAO COMMUNITY SERVICE OFFICE LITERACY SOURCE MY SERVICE MIND OF NORTHWEST NEIGHBORHOOD HOUSE INC NORTHWEST IMMIGRANT RIGHTS PROJECT REFUGEE WOMENS ALLIANCE SEA MAR COMMUNITY HEALTH CENTER ST JAMES CATHEDRAL UKRAINIAN COMMUNITY CENTER OF WA	
Total					\$1,271,908



2008 Continuum of Investments Outcome Projections

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- Eviction Prevention / Tenant Stabilization (ESS – 11B) 6
- Utility Assistance (ESS – 11C)..... 6

STRATEGY: Move people from homelessness to housing..... 6

- Emergency Shelters (SN – 12A)..... 6
- Transitional Housing (SN – 12B)..... 6
- Homeless Youth Services (SN – 12C) 7
- Day Centers (SN – 12D) 7
- Hygiene (SN – 12E) 7
- Community Support (SN – 12F)..... 7
- Permanent Housing (SN – 12H) 8

STRATEGY: Reduce hunger 8

- Food Banks (SN – 13A) 8
- Food Distributors (SN – 13B)..... 8
- Meal Programs (SN – 13C)..... 9
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STRATEGY: Ensure children are ready for kindergarten..... 11

- Child Care Subsidies for Working Families (ESS – 26A)..... 11
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- Kindergarten Readiness (ESS – 26E)..... 11
- Family Child Care Nutrition Program (ESS – 26F)..... 12

* Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective



STRATEGY: Build strong family and community support for children..... 12

Family Centers (ESS – 27A)..... 12

Immigrant and Refugee Family Support (ESS – 27C)..... 13

Homeless Family Counseling (ESS – 27D)..... 13

Teen Parent Support (ESS – 27G)..... 13

STRATEGY: Improve youth mental health and decrease high risk behaviors..... 13

Youth Mental Health Counseling (ESS – 28A)..... 13

Reinvesting in Youth (ESS – 28B)..... 13

LGBTQ Youth (ESS – 28C)..... 14

STRATEGY: Organize neighborhoods to address and prevent crime..... 14

Crime Prevention (ESS – 29A)..... 14

COMMUNITY GOAL 3: A SAFE HAVEN FROM ALL FORMS OF VIOLENCE AND ABUSE **TOTAL \$3,679,928**

STRATEGY: Support the safety and well being of victims of domestic violence and sexual assault..... 15

Domestic Violence Shelters and Housing (SN – 31A)..... 15

Domestic and Sexual Violence Advocacy (SN – 31B)..... 15

Sexual Assault Victim Services (SN – 31F)..... 15

STRATEGY: Hold batterers accountable..... 15

Batterer’s Treatment for Indigent Batterers (SN – 33A)..... 15

STRATEGY: Strengthen the system response to domestic violence and sexual assault..... 16

Domestic Violence and Sexual Assault Response System Improvement (SN – 34A)..... 16

STRATEGY: Build community support to end domestic violence and sexual assault..... 16

Domestic and Sexual Violence Prevention (ESS – 35A)..... 16

COMMUNITY GOAL 4: HEALTH CARE TO BE AS PHYSICALLY AND MENTALLY FIT AS POSSIBLE..... **TOTAL \$49,676,206**

STRATEGY: Meet the basic needs of seniors and people with disabilities..... 16

Transportation (ESS – 41A)..... 16

Information and Assistance for Seniors (ESS – 41B)..... 16

Housing Support (ESS – 41C)..... 17

Access Services for Adults w/ Disabilities (ESS – 41D)..... 17

STRATEGY: Increase health and wellness of vulnerable populations..... 17

Health Promotion and Wellness (ESS – 42A)..... 17

Chronic Conditions/Medication Management (ESS – 42B)..... 17

* Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective



STRATEGY: Build strong family and community support for children..... 12

Family Centers (ESS – 27A)..... 12

Immigrant and Refugee Family Support (ESS – 27C)..... 13

Homeless Family Counseling (ESS – 27D)..... 13

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COMMUNITY GOAL 4: HEALTH CARE TO BE AS PHYSICALLY AND MENTALLY FIT AS POSSIBLE..... **TOTAL \$49,676,206**

STRATEGY: Meet the basic needs of seniors and people with disabilities..... 16

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Information and Assistance for Seniors (ESS – 41B)..... 16

Housing Support (ESS – 41C)..... 17

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Chronic Conditions/Medication Management (ESS – 42B)..... 17

* Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective

Nutrition Programs (ESS – 42C)	18
Family Caregiver Programs (ESS – 42D)	18
Respite for Caregivers of Seniors and Adults w/ Disabilities (ESS – 42E)	18
STRATEGY: Increase senior social engagement	19
Senior Volunteer Program (ESS – 43A)	19
Senior Centers (ESS – 43C)	19
STRATEGY: Improve independence for frail, older adults	19
Outreach for Seniors (SN – 44A)	19
Home Care and In Home Services (SN – 44B)	19
Case Management for Seniors, Adults w/ Disabilities (SN – 44C)	20
Client Specific Fund for Seniors and Adults w/ Disabilities (SN – 44D)	20
Legal Services (SN – 44E)	20
Mental Health (SN – 44F)	21
Home Care / Individual Provider Training and Continuing Ed (SN – 44G)	21
Adult Day Care/Day Health (ESS – 44H)	21
Elder Abuse Prevention (SN – 44I)	21
STRATEGY: Aging services coordination	21
Aging Service Coordination – Area Agency on Aging (ESS – 45A)	21
STRATEGY: Improve the health of vulnerable and low income residents of Seattle	22
Access to Drug and Alcohol Treatment (SN – 46A)	22
Asthma – Environmental Health (ESS – 46B)	22
Best Beginnings (ESS – 46C)	22
Health Care Access and Outreach (ESS – 46D)	23
Health Care for the Homeless (SN – 46E)	23
HIV / AIDS (SN – 46F)	24
Oral Health (ESS – 46H)	24
Primary Care: Medical and Dental (SN – 46I)	24
School Age Health (ESS – 46J)	25
Community Nursing Services (ESS – 46K)	25
COMMUNITY GOAL 5: EDUCATION AND JOB SKILLS TO LEAD AN INDEPENDENT LIFE	TOTAL \$315,845
STRATEGY: Strengthen the economic self-sufficiency of adults	26
Senior Employment (ESS – 52A)	26
Homeless Employment (ESS – 52B)	26
COMMUNITY GOAL 6: EQUAL ACCESS TO HIGH-QUALITY, CULTURALLY COMPETENT SERVICES	TOTAL \$3,538,351

* Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective



STRATEGY: Increase community based agency capacity 27

Community Facilities (NA – 61A) 27

Architectural Assistance Services for Non-Profits (NA – 61B) 27

Administrative Operations (NA – 61E) 27

STRATEGY: Adopt and implement progressive human service policies 27

Policy Advocacy (NA – 62A) 27

STRATEGY: Improve access to services 28

Access to Services (NA – 63A) 28

People Point (Help for Working Families) (ESS – 63B) 28

Citizenship Services (ESS – 63C) 28

Human Services Information and Referral (NA - 63D) 29

* Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective

Community Goal 1: Food to Eat and a Roof Overhead

Total \$28,899,038

Program area (funding objective*)	Program area description	Projected Outcomes	Contractors	Budget
STRATEGY: Prevent homelessness				
Rent Assistance (ESS – 11A)	Provides rent assistance for low income persons so that they may obtain or maintain affordable housing.	<ul style="list-style-type: none"> 500 at risk families will avoid homelessness 	Rental And Relocation Assistance Program Salvation Army Solid Ground United Way of KC	\$1,067,250
Eviction Prevention / Tenant Stabilization (ESS – 11B)	Helps low income persons who are at risk of losing their housing maintain their housing through the provision of services and support.	<ul style="list-style-type: none"> 986 households avoid becoming homeless 92 people secure permanent housing 	ARC Catholic Community Services Compass Center Family Services International District Housing Alliance Plymouth Housing Group Solid Ground YWCA	\$2,624,310
Utility Assistance (ESS – 11C)	Provides one-time assistance for a large utility bill and on-going reduced rates.	<ul style="list-style-type: none"> 17,850 households will meet basic self-care and/or other survival needs 	Direct HSD Service Delivery Program	\$965,077
TOTAL				\$4,656,637

STRATEGY: Move people from homelessness to housing

Emergency Shelters (SN – 12A)	Provides support for homeless persons through the provision of services ranging from safe sleeping accommodations to provision of meals and social services support.	<ul style="list-style-type: none"> 986 households enter permanent or transitional housing 	Archdiocesan Housing Authority Compass Center Downtown Emergency Service Center El Cento de la Raza Family and Adult Services Center Family Services First Place Immanuel/Cascade Emergency Svc King Co. Dept. of Community & Human Services Salvation Army SHARE Solid Ground	\$6,504,674
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Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective, & NA = Not Applicable

Program area (funding objective*)	Program area description	Projected Outcomes	Contractors	Budget
			YWCA of Seattle-King County	
Transitional Housing (SN – 12B)	Provides housing and services support to homeless people for a period of three months to two years. Services are intended to help persons move successfully to permanent housing.	<ul style="list-style-type: none"> • 535 households/families and individuals secure permanent housing 	Archdiocesan Housing Authority Church Council Compass Center McKinney Application Muslim Housing Services Solid Ground YWCA of Seattle-King County	\$6,256,677
Homeless Youth Services (SN – 12C)	Provides emergency and transitional housing, multi-service day centers, education, health care, employment, outreach, and case management to homeless youth. Services are designed to meet emergency needs while helping homeless youth exit street life and move into stable housing.	<ul style="list-style-type: none"> • 310 youth meet immediate shelter needs • 773 homeless youth meet basic self-care and/or other survival needs • 404 people transitioning out of homelessness secure permanent housing • 128 youth gain employment to become self-sufficient • 15 youth secure and establish stable housing • 77 at-risk students make academic progress • 97 youth are able to maintain the highest possible quality of life 	Auburn Youth Resources Catholic Community Services of Western Washington Church Council of Greater Seattle Friends of Youth Goodwill Development Association McKinney Grant Development Peace for the Streets by Kids from the Streets Puget Sound Neighborhood Health Centers Shalom Zone Non-Profit Association Therapeutic Health Services, Inc. United Indians of All Tribes Foundation University Street Ministry Urban League of Metropolitan Seattle YMCA Youth and Outreach Services YouthCare YWCA of Seattle-King County	\$3,262,404
Day Centers (SN – 12D)	Supports homeless people with hygiene and meal services, counseling and case management, and provides a safe place for persons to reside during the day.	<ul style="list-style-type: none"> • 1,600 people in need meet basic self-care and/or other survival needs 	Archdiocesan Housing Authority	\$98,034
Hygiene (SN – 12E)	Helps homeless and low income persons meet basic hygiene requirements such as appropriate restrooms, shower services and laundry facilities.	<ul style="list-style-type: none"> • 3,550 people meet basic self-care and/or survival needs • 145,285 service contacts help people meet their basic self-care and/or survival needs. • 72 people transitioning out of homelessness will secure permanent housing 	Archdiocesan Housing Authority Compass Center Downtown Emergency Service Center Immanuel/Cascade Emergency Service Low Income Housing Institute	\$2,803,804

Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective, & NA = Not Applicable

Program area (funding objective*)	Program area description	Projected Outcomes	Contractors	Budget
			YWCA of Seattle-King County	
Community Support (SN – 12F)	Provides services including voice mail assistance and provision of furniture for homeless families and individuals moving into housing. Services help provide homeless and low income persons with the resources necessary to successfully find and keep housing.	<ul style="list-style-type: none"> 1,428 households have access to community services and activities through community voice mail 1,500 people meet basic self-care and/or other survival needs 	Church Council Solid Ground	\$99,710
Permanent Housing (SN – 12H)	Provides long-term community-based housing with supportive services for homeless persons with disabilities, enabling special needs populations to live as independently as possible in a permanent setting.	<ul style="list-style-type: none"> 111 households transitioning out of homelessness secure permanent housing 125 individuals transitioning out of homelessness secure permanent housing 109 homeless disabled people increase stability in permanent supportive housing 	Downtown Emergency Service Center McKinney Application Plymouth Housing Group King County Public Health Seattle Mental Health/Community Court	\$1,955,631
TOTAL				\$20,980,934

STRATEGY: Reduce hunger

Food Banks (SN – 13A)	Provides food and other household supplies to low income and homeless people to help meet minimum nutritional requirements.	<ul style="list-style-type: none"> 48 agencies improve their capacity to provide food services 50,000 households meet their nutritional needs 	Asian Counseling and Referral Service Ballard Food Bank Beacon Avenue Food Bank Central Area Motivation Program Community-Wide Food, Meals and Nutrition Needs El Cento de la Raza FamilyWorks North Helpline Northwest Community Services Operational Emergency Center Pike Market Senior Center Seattle Indian Center Society of St Vincent De Paul Solid Ground The Food Bank at St. Mary's University District Service League Volunteers of America West Seattle Food Bank	\$1,553,199
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Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective, & NA = Not Applicable



Program area (funding objective*)	Program area description	Projected Outcomes	Contractors	Budget
Food Distributors (SN – 13B)	Provides food and other household supplies to food banks and hot meal programs for distribution to low income and homeless people.	<ul style="list-style-type: none"> • 100 agencies improve their capacity to assist vulnerable populations • 18,600 households meet their nutritional needs 	Emergency Feeding Program FamilyWorks Food Lifeline Jewish Family Service Lifelong AIDS Alliance Operational Emergency Solid Ground Volunteers of America West Seattle Food Bank	\$409,349
Meal Programs (SN – 13C)	Provides critical meals to low income and homeless persons to help them meet minimum nutritional requirements.	<ul style="list-style-type: none"> • 558,580 emergency meals assist people in meeting their nutritional needs. 	Asian Counseling and Referral Service Community House Community Lunch Compass Center Downtown Emergency Service Center El Cento de la Raza Family Services Operation Sack Lunch Phinney Neighborhood Assn ROOTS - Shalom Zone Salvation Army Seattle Indian Center YWCA of Seattle-King County	\$592,043
Summer Breakfast and Lunch Program (ESS – 13D)	Provides food nutrition for low income children and youth. Meals are delivered in parks, schools, churches and non-profits.	<ul style="list-style-type: none"> • 7,500 children meet their nutritional needs 	Seattle School District # 1	\$555,041
Emergency Food Systems Support (NA-13E)	Provides coordination and system support to area food banks and community and congregate meal providers to assure homeless and other low income people have access to food.	<ul style="list-style-type: none"> • 28 trainings by the Meals Partnership Coalition. • Strengthen capacity of human service organizations by providing training to 96 staff through Solid Ground 	Operation Sack Lunch Solid Ground	\$151,835
TOTAL				\$3,261,467

Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective, & NA = Not Applicable

Community Goal 2: Supportive Relationships within Families, Neighborhoods and Communities

Total \$17,356,539

Program area (funding objective*)	Program Area Description	Projected Outcomes	Contractors	Budget
STRATEGY: Increase participation of children and youth in out-of-school time				
After school and Summer programs (cross – 24A)	Provides out-of-school time programs for immigrant, refugee & homeless children 5-14. Programs help children succeed in school by building on their home cultures. Program staff work with classroom teachers to ensure children are on-track with homework and learning standards.	<ul style="list-style-type: none"> • 40 youth/children develop/strengthen social skills • 371 students develop/strengthen skills and/or habits that support academic success • 55 educationally at risk students make academic progress • 51 parents/guardians participate in children's learning 	Chinese Information and Service Center El Centro De La Raza Seattle School District #1 YMCA of Greater Seattle YWCA of Seattle-King County	\$381,029
TOTAL				\$381,029
STRATEGY: Improve safety of high risk middle and high school youth				
Youth Asset Development and Educational Support (ESS – 25A)	Provides culturally relevant tutoring, mentoring, and leadership development programs to youth, with a special emphasis on low-income youth who are struggling academically. Programs increase developmental assets, school attendance, academic achievement, and leadership.	<ul style="list-style-type: none"> • 100 youth have access to community services • 342 youth/children strengthen social skills • 439 youth are connected to their community • 1,098 educationally at-risk students make academic progress • 153 youth learn and incorporate behaviors and skills that foster violence free interactions • 15 people acquire/improve English language literacy skills 	Associated Recreation Council Catholic Community Services of Western Washington Center for Career Alternatives Central House Community Schools Collaboration El Centro De La Raza Horn of Africa International District Housing Alliance King County Parks Red Eagle Soaring Refugee Women's Alliance SafeFutures Seattle Neighborhood Group Vietnamese Friendship Assn YMCA of Greater Seattle YWCA of Seattle-King County-Snohomish County	\$1,038,431
Youth Outreach and Case Management (ESS – 25B)	Provides advocacy, family-focused culturally relevant case management and related services designed to divert youth from gang and criminal involvement, address truancy issues, support	<ul style="list-style-type: none"> • 475 high risk youth make academic progress • 60 youth/children develop/strengthen social skills • 24 people are educated about violence, abuse, and/or neglect 	Atlantic Street Services Center for Career Alternatives Consejo Counseling and Referral Service El Centro De La Raza	\$2,352,028

Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective, & NA = Not Applicable



Program area (funding objective*)	Program Area Description	Projected Outcomes	Contractors	Budget
	academic achievement, and provide positive alternatives.	<ul style="list-style-type: none"> 235 youth learn and incorporate behaviors and skills that foster violence-free interactions 45 people are able to maintain the highest possible quality of life 	Powerful Voices POCAAN Safe Futures Youth Center Seattle Neighborhood Group Southwest Youth & Family Services United Indians of all Tribes YMCA of Greater Seattle	
Youth Employment and Training (ESS – 25C)	Provides summer and year-round work experience, work-based learning, internships, tutoring, education, counseling, case management and support services for low-income youth. Programs help youth at-risk of dropping out to stay in school, improve their academic performance, and develop work skills.	<ul style="list-style-type: none"> 390 youth acquire/strengthen job readiness skills. 250 educationally at-risk students make academic progress through a combination of after school tutoring, Saturday high school credit classes, summer work-based education group projects and summer school. 	Internal HSD Direct Service Program Various Group Projects determined in June 2008 YouthCare	\$2,211,416
TOTAL				\$5,601,875

STRATEGY: Ensure children are ready for kindergarten

Child Care Subsidies for Working Families (ESS – 26A)	Provides subsidies to help low to moderate income working families with children ages birth to 12 to become financially stable and access high quality, educational child care.	<ul style="list-style-type: none"> 715 children will receive child care subsidy to prepare them for school. Of the 715, 70 will be Step Ahead. 	Various Child Care Subsidy Vendors	\$2,039,512
Supporting Child Care Quality (ESS – 26B)	Monitors sites serving children ages birth to 12 & provides technical assistance. In addition, provides teacher training, support for program accreditation, health consultation, social services for families, and guidance for child care programs on how to align their curricula with school district learning standards.	<ul style="list-style-type: none"> 1,440 families are able to secure affordable child care 242 families access community services 350 staff/caregivers at 57 agencies strengthen their capacity to provide care 125 families strengthen parenting skills 200 parents/guardians participate in their children's learning 	Atlantic street center Child Care Resources King County Southwest Youth and Family Services United Way of King County WA State Child Care Resources YWCA of Seattle-King County	\$1,116,901
Early Childhood Literacy (ESS – 26C)	Fosters literacy and school readiness for children of color and immigrant and refugee preschoolers through child care "centers of excellence" developed with the Seattle Early Reading First federal grant.	<ul style="list-style-type: none"> 190 young children are prepared to enter kindergarten 	Child Care Resources City of Seattle Public Library Public Health-Seattle & King County Seattle School District # 1	\$902,231
Homeless Child	Provides therapeutic services for homeless children	<ul style="list-style-type: none"> 45 infants/young children meet developmental 	Family Services of King County	\$233,013

Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective, & NA = Not Applicable

Program area (funding objective*)	Program Area Description	Projected Outcomes	Contractors	Budget
Care (ESS – 26D)	ages birth to 5.	milestones		
Kindergarten Readiness (ESS – 26E)	Provides intensive health and social services, as well as kindergarten preparation for children 3-5 whose families are low income.	<ul style="list-style-type: none"> 406 children will be enrolled in Step Ahead of which at least 345 will demonstrate increased school readiness skills. 323 children will be enrolled in ECEAP 100 agencies and 180 individuals/staff will maintain/improve their capacity to provide early learning services via 2,550 professional development service hours 111 individuals meet their basic food needs via Early Child Health Services 25 infants/young children will meet their developmental needs 1,163 young children are prepared to enter kindergarten 40 parents/guardians participate in their children's learning 11 individuals receive medical care and/or treatment 	Catholic Comm. Services El Centro De La Raza Primm Tabernacle AME Prospect Enrichment Preschool Public Health-Seattle & King County Refugee & Immigrant Family Center Refugee Women's Alliance Seamar Community Health Center Tiny Tots Development Center Washington Alliance for Better Schools	\$2,843,582
Family Child Care Nutrition Program (ESS – 26F)	Provides nutrition education and reimbursement for food to family childcare homes serving mostly low income families. The nutrition program helps ensure children's healthy development and helps keep the cost of family childcare lower. Focus is on serving providers of color and linking them to early childhood education resources.	<ul style="list-style-type: none"> 3,000 children will be able to meet their nutritional needs 	Various Child Care Nutrition Providers	\$886,420
TOTAL				\$8,021,659

STRATEGY: Build strong family and community support for children

Family Centers (ESS – 27A)	Provides services including parent education, child development, life skills, informal network building, advocacy, and information and referral to families in a community-based setting. Free child care is provided while parents attend classes/activities. Family Centers are a place for families to go for connection, friendship, and a sense of community.	<ul style="list-style-type: none"> 1,228¹ family members have healthy, nurturing relationships with one another 820 people are connected to their communities 446 parents/guardians participate in their child's learning 75 parents/guardians strengthen parenting skills 	Abused Deaf Women's Advocacy Atlantic Street Center Children's Home Society of WA Chinese Information and Service Center Family Works Neighborhood House, Inc.	\$1,425,637
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¹ Figures are based on a survey sample of 36% of families participating in family center activities

Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective, & NA = Not Applicable



Program area (funding objective*)	Program Area Description	Projected Outcomes	Contractors	Budget
			Southwest Youth and Family Services	
Immigrant and Refugee Family Support (ESS – 27C)	Provides services to help parents and family members deal with differing cultural expectations. Increases understanding and knowledge about local American school, legal, and health systems enabling parents to access services and advocate for their children. Also provides parent support services and information to address family safety issues and stress management. Immigrant and Refugee Family Support strengthens the development of healthy parent/child relationships.	<ul style="list-style-type: none"> 642 parents will participate in their children's learning 	Chinese Information and Service Center El Centro De La Raza Lao Highland Association of King County Refugee Women's Alliance Safe Futures Youth Center Southwest Youth and Family Services	\$307,669
Homeless Family Counseling (ESS – 27D)	Provides transitional education and support services for homeless students ages 5 to 13. Students transition to permanent educational placements when their families secure stable housing. Program participants reside in emergency shelters, transitional housing, or motels.	<ul style="list-style-type: none"> 30 educationally at-risk students make academic progress 	First Place	\$92,351
Teen Parent Support (ESS – 27G)	Provides family support services to pregnant and parenting teens, including GED preparation, teen parent support groups, life skills support, parent education and advocacy. Participating teen parents obtain and sustain employment, strengthen parenting skills and retain stable housing.	<ul style="list-style-type: none"> 70 family members have healthy, nurturing relationships with one another 80 people are connected to their community 50 young parents are able to obtain and sustain employment 	Atlantic Street Center Children's Home Society of WA Family Works Southwest Youth and Family Services	\$135,512
TOTAL				\$1,961,169

STRATEGY: Improve youth mental health and decrease high risk behaviors

Youth Mental Health Counseling (ESS – 28A)	Provides individual, group, and family counseling, anger management and life skills training, and intensive family therapy to middle and high school age youth who have significant issues such as anger management or anti-social behaviors (many have a pattern of school disciplinary problems). Therapies are proven to be effective in reducing recidivism.	<ul style="list-style-type: none"> 203 youth/children and/or their families acquire/strengthen coping abilities 	Asian Counseling and Referral Service Consejo Counseling and Referral Service Puget Sound Neighborhood Health Centers Southeast Youth and Family Services Therapeutic Health Services, Inc.	\$742,907
Reinvesting in	Provides intensive family therapy programs that	<ul style="list-style-type: none"> Complete program development and begin working 	Puget Sound Education Service District	\$77,000

Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective, & NA = Not Applicable

Program area (funding objective*)	Program Area Description	Projected Outcomes	Contractors	Budget
Youth (ESS – 28B)	reduce recidivism, and provides capacity building for youth serving agencies to evaluate and improve service models. Systems change focuses on reinvesting institutional funding into proven-effective community-based programs.	directly with school districts in King County to carry out self-assessments and develop comprehensive action plans for dropout prevention, intervention, and retrieval.		
LGBTQ Youth (ESS – 28C)	Provides services to Lesbian, Gay, Bisexual, Transgender, and Questioning (LGBTQ) youth that are designed to reduce risk factors and strengthen developmental assets and social supports. Services are culturally appropriate and targeted to LGBTQ youth who are at risk of homelessness, school failure, social isolation.	<ul style="list-style-type: none"> • 412 youth/children develop/strengthen social skills • 21 youth are connected to their families • 10 academically educationally at-risk students make academic progress • 20 youth maintain the highest possible quality of life • 2 youth acquire/strengthen job skills 	American Friends Service Committee Lambert House Lifelong AIDS Alliance	\$148,700
TOTAL				\$968,607

STRATEGY: Organize neighborhoods to address and prevent crime

Crime Prevention (ESS – 29A)	Promotes partnerships between residents, businesses, government agencies and service providers to advocate for safe neighborhoods and to develop strategies that create strong communities. Community-based crime prevention and public safety services focus on community organizing and support, training, advocacy and legislative action, and information dissemination.	<ul style="list-style-type: none"> • 100 people have access to community services and activities • 48 trainings on accessing community services and activities • 25 people meet their immediate emergency/shelter needs • 25 people are able to maintain the highest possible quality of life 	ID Emergency Ctr. Seattle Neighborhood Group	\$422,200
TOTAL				\$422,200

Community Goal 3: A Safe Haven from all Forms of Violence and Abuse

Total \$3,679,928

Program area (funding objective*)	Program Area Description	Projected Outcomes	Contractors	Budget
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STRATEGY: Support the safety and well being of victims of domestic violence and sexual assault

Domestic Violence Shelters and Housing (SN – 31A)	Provides confidential emergency shelter for domestic violence victims who are being stalked and their children. Specialized transitional housing is provided to assist victims with affordable housing while they restructure their lives.	<ul style="list-style-type: none"> • 8 families and 12 households transitioning out of homelessness secure permanent housing • 380 adult victims of violence/abuse have strategies for meeting safety needs • 184 households and 179 individuals increase their knowledge of community resources 	International District Housing Alliance (IDHA) New Beginnings Salvation Army YWCA of Seattle-King County	\$1,005,566
Domestic and Sexual Violence Advocacy (SN – 31B)	Provides safety planning, crisis intervention, case management, information and referral, support groups, legal services, and advocacy and referral to victims of domestic violence and their children.	<ul style="list-style-type: none"> • 37 individuals are able to get legal assistance • 900 service contact are available • 125 homeless/low-income people become economically self-sufficient • 1,024 adult victims of violence/abuse are able to meet safety needs • 731 adult victims of domestic violence increase their knowledge of community resources 	Abused Deaf Women's Advocacy Services CHAYA Consejo Counseling and Referral Service New Beginnings Northwest Justice Project Northwest Network - CAP Refugee Women's Alliance Salvation Army Seattle Counseling Services for Sexual Minorities Seattle Indian Health Board YWCA-E Cherry Branch	\$1,142,513
Sexual Assault Victim Services (SN – 31F)	Provides 24-hour crisis intervention, information and referral, and legal and medical advocacy for sexual assault victims.	<ul style="list-style-type: none"> • 1,563 survivors are able to cope with the effects of violence/abuse 	Abused Deaf Women's Advocacy Services Harborview King County Sexual Assault Resource Center	\$624,368
TOTAL				\$2,772,446

STRATEGY: Hold batterers accountable

Batterer's Treatment for Indigent Batterers (SN – 33A)	Provides batterer's treatment for indigent batterers.	<ul style="list-style-type: none"> • 117 batterers who successfully complete treatment reduce/stop abusive behaviors 	Asian Counseling and Referral Service Consejo Counseling and Referral Service Family Services Highline-West Seattle Mental Health	\$161,254
TOTAL				\$161,254

Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective, & NA = Not Applicable

Program area (funding objective*)	Program Area Description	Projected Outcomes	Contractors	Budget
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STRATEGY: Strengthen the system response to domestic violence and sexual assault

Domestic Violence and Sexual Assault Response System Improvement (SN – 34A)	Identifies and implements systems change efforts to enhance the coordinated community response to domestic violence and sexual assault.	<ul style="list-style-type: none"> 31 plans/trainings are developed to educate people about violence, abuse, and/or neglect 	Consejo Counseling and Referral Service Harborview King County Coalition Against Domestic Violence Refugee Women's Alliance Seattle Counseling Services Sound Mental Health	\$431,693
TOTAL				\$431,693

STRATEGY: Build community support to end domestic violence and sexual assault

Domestic and Sexual Violence Prevention (ESS – 35A)	Provides community organizing and training of youth and other community members on domestic, dating and sexual violence to foster positive healthy relationships.	<ul style="list-style-type: none"> 1,181 individuals are educated about violence, abuse, and/or neglect 	Asian Counseling and Referral Service Communities Against Rape & Abuse Consejo Counseling and Referral Service Northwest Network Refugee Women's Alliance YWCA-E Cherry Branch	\$314,536
TOTAL				\$314,536

Community Goal 4: Health Care to be as Physically and Mentally Fit as Possible

Total \$49,676,206

Program area (funding objective*)	Program area description	Projected Outcomes	Contractors	Budget
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STRATEGY: Meet the basic needs of seniors and people with disabilities

Transportation (ESS – 41A)	Provides transportation to nutrition sites and medical appointments.	<ul style="list-style-type: none"> 2,914 seniors have access to community services and activities 	Senior Services of Seattle/King County	\$486,181
Information and Assistance for Seniors (ESS –)	Provides information and access to health and long term care services for low income, frail, isolated elders, including non-English speaking elders from	<ul style="list-style-type: none"> 7,210 seniors have access to community services and activities 	Asian Counseling and Referral Service Chinese Information and Service Center Chinese Information Service Center	\$1,581,477

Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective, & NA = Not Applicable



Program area (funding objective*)	Program area description	Projected Outcomes	Contractors	Budget
41B)	the Asian Pacific Islanders and Latino communities, elder residents in Seattle public housing, and homeless elders downtown. Clients are able to access services which they otherwise are unable to access alone. Gatekeepers and other members of the community are trained to recognize signs that may indicate a vulnerable adult is at risk of abuse, neglect or exploitation, and how to report those concerns.		Neighborhood House Pike Market Senior Center Sea Mar Community Health Center Senior Services of Seattle/King County	
Housing Support (ESS – 41C)	Matches primarily low income homeowners 75 years of age or older and the severely disabled with tenants needing low cost housing. Homesharing helps individuals remain independent in their own homes, and have companionship and security while also providing safe, affordable housing choices for people of all ages.	<ul style="list-style-type: none"> • 27 seniors are able to maintain the highest possible quality of life 	Senior Services of Seattle/King County	\$77,231
Access Services for Adults w/ Disabilities (ESS – 41D)	Provides sign language interpreting for deaf and hard of hearing individuals, case management services for deaf/blind persons, and advocacy on behalf of people with disabilities, to maximize independent living.	<ul style="list-style-type: none"> • 4,000 contacts for information and referral • 48 individuals have access to community services and activities • 40 individuals with physical and/or developmental disabilities are able to live as independently as possible 	Crisis Clinic Deaf-Blind Service Center Hearing, Speech & Deafness Center	\$128,395
TOTAL				\$2,273,284

STRATEGY: Increase health and wellness of vulnerable populations

Health Promotion and Wellness (ESS – 42A)	Provides services in senior centers and community centers that incorporate strength, flexibility, and cardiovascular exercise components, health monitoring by a nurse, peer support, problem solving, and social activation. As a result, participants significantly reduce hospitalizations and increase physical activity, thus reducing health care costs and improving health outcomes.	<ul style="list-style-type: none"> • 1,809 individuals are able to maintain the highest possible quality of life • 150 youth/children and/or their families acquire/strengthen coping abilities • 160 individuals addicted to alcohol/drugs are able to break their dependency 	Highline Medical Center Senior Services of Seattle/King County	\$246,942
Chronic Conditions/Medication Management (ESS – 42B)	Uses an automated system to monitor and facilitate interventions for case management clients with chronic diseases such as diabetes, hypertension, etc. Interventions include nutrition counseling,	<ul style="list-style-type: none"> • 334 individuals receive medical care and/or treatment • 315 individuals are educated about chronic/acute illnesses and/or disabilities 	Community Health Center of KC Kin On Community Health Care Puget Sound Neighborhood Healthcare Seamar Community Health Center	\$348,233

Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective, & NA = Not Applicable

Program area (funding objective*)	Program area description	Projected Outcomes	Contractors	Budget
	physical activity/exercise, and medication management.		University of Washington	
Nutrition Programs (ESS – 42C)	Provides nutritious meals that are ethnically appropriate, and physical / social activities to frail, isolated elders from ethnic communities. This healthy nutrition improves health status.	<ul style="list-style-type: none"> 9,500 seniors meet their nutritional needs 	Asian Counseling & Referral Service El Centro De La Raza International District Preservation and Dev. Authority Pacific Asian Elderly Pacific Asian Empowerment Program Pike Market Senior Center Refugee Women's Alliance Sea Mar Community Health Center Seattle Chinatown International District Senior Services of Seattle/King County United Indians of All Tribes Foundation	\$2,943,221
Family Caregiver Programs (ESS – 42D)	Provides caregiver information and support that focuses on both the individual caregiver and the system that supports the caregiver. Programs includes in-home and out-of-home respite care services for family and other unpaid caregivers that provide the daily services required when caring for adults with functional disabilities.	<ul style="list-style-type: none"> 1,586 care givers are able to maintain the highest possible quality of life 	Alzheimer's Assoc of West & Central Washington Atlantic Street Center Caregiver Outreach and support Chinese Information and Service Center Crisis Clinic Encompass Northwest Evergreen Healthcare Kin On Community Health Care Senior Services of Seattle/King Southeast Youth and Family Services	\$1,186,911
Respite for Caregivers of Seniors and Adults w/ Disabilities (ESS – 42E)	Respite Care services focus on meeting the needs of caregivers by providing them time away from the responsibilities of ongoing care of a disabled adult. The care that is provided ranges from companionship and supervision to care by a registered nurse. Respite care is provided both in-home and in the community.	<ul style="list-style-type: none"> 300 caregivers are able to maintain the highest possible quality of life 	Amicable healthcare Inc Auburn Respite Services Catholic Community Services Chesterfield Services, Inc. Chinese Information & Service Center Crisis Clinic Elder and Adult Day Service ElderHealth Northwest Elite Home Care Evergreen Healthcare Jewish Family Service Kin On Community Health	\$666,970

Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective, & NA = Not Applicable



Program area (funding objective*)	Program area description	Projected Outcomes	Contractors	Budget
			Kokoro Kai Adult Day Respite Korean Women's Association Millennia Healthcare Inc. Polack Adult Day Providence Mt. St. Vincent Res-Care Washington Inc Sea Mar Community Health Center Senior Services of Seattle/King County Solid Ground Washington Vashon Island Community Volunteers of America	
TOTAL				\$5,392,277

STRATEGY: Increase senior social engagement

Senior Volunteer Program (ESS – 43A)	Matching programs connect people with City, non-profit, and social service agencies working on behalf of older people and adults with disabilities. Host sites register ongoing and one time volunteer opportunities with programs. Registered volunteers select an appropriate community service position.	<ul style="list-style-type: none"> 1,300 seniors connect to their community through volunteer programs and 4,700 seniors connect with their community through 18 community events 	Internal HSD Service Delivery Program	\$77,043
Senior Centers (ESS – 43C)	Offers access to services and resources on-site, including meals, transportation, health screening, and exercise & fitness. Senior centers are community resource centers that meet the physical and emotional needs of older adults.	<ul style="list-style-type: none"> 520 seniors are able to maintain the highest possible quality of life 	International District Drop-in Center Phinney Neighborhood Association Senior Services of Seattle/King County South Park Area Redevelopment Committee Wallingford Community Service Center	\$442,965
TOTAL				\$520,008

STRATEGY: Improve independence for frail, older adults

Outreach for Seniors (SN – 44A)	Connects isolated, frail elders in ethnic communities with services that enable them to live independently and avoid premature nursing home placement.	<ul style="list-style-type: none"> 635 seniors are able to maintain the highest possible quality of life 	Chinese Information and Service Center Senior Services of Seattle/King County	\$171,722
Home Care and In Home Services (SN)	Provides medical and personal care services to individuals in their own homes. Medical services	<ul style="list-style-type: none"> 3,842 seniors are able to maintain the highest possible quality of life 	Addus HealthCare Inc Amicable Healthcare, Inc.	\$17,025,200

Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective, & NA = Not Applicable

Program area (funding objective*)	Program area description	Projected Outcomes	Contractors	Budget
- 44B)	included nursing, physical, occupational or speech therapy, and/or home health aide services. The individuals receiving services are under the care of a physician. Personal care includes feeding, toileting and bathing services. investment amount includes reimbursement for home care workers' health plan premiums. Home care providers directly bill the state for home care hours.		Catholic Community Services Chesterfield Services, Inc Corinthians Home Care Service ElderHealth Northwest Elite Home Care Kin On Community Health Care Korean Women's Assoc. Millennia Health Care Inc. On Your Own, Inc. Professional Choice Home Health Res-Care Washington, Inc. Seamar Community Health Solid Ground Washington SoundCare HomeCare Services	
Case Management for Seniors, Adults w/ Disabilities (SN - 44C)	Provides in-depth assistance to frail, multiple needs persons who have significant health and social needs. The case managers conduct in-home assessments and consult with the client in order to develop and implement a service plan that addresses the individual's needs.	<ul style="list-style-type: none"> • 11,500 seniors and adults with disabilities maintain the highest possible quality of life. • 140 seniors at-risk of becoming homeless retain stable housing and 16 seniors transitioning out of homelessness secure permanent housing • 2,507 seniors receive assistance to select Medicare Part D prescription drug plans • 72 service hours are provided to individuals with mental illness to help them function at the highest level possible • 300 individuals are able to maintain the highest possible quality of life 	Asian Counseling & Referral Services Catholic Community Services Chinese Information & Service Center Evergreen Healthcare Harborview Medical Center Housing Access Services King County University of Washington	\$5,258,689
Client Specific Fund for Seniors and Adults w/ Disabilities (SN - 44D)	Makes available individually tailored services to meet each client's specific needs so that they are able to stay in their own home. Such services are authorized by case managers and provided through ADS service providers as well as outside vendors.	<ul style="list-style-type: none"> • 111 seniors are able to maintain the highest possible quality of life 	Senior Services of Seattle/King	\$289,631
Legal Services (SN - 44E)	Provides group legal representation, including class action lawsuits, advocacy training and information to service providers, volunteer advocates, and individual client legal services. Older people secure rights, benefits and entitlements under federal, state and local laws. Program also seeks to effect	<ul style="list-style-type: none"> • 1,768 hours of legal assistance is available to seniors 	Columbia Legal Services	\$201,868

Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective, & NA = Not Applicable



Program area (funding objective*)	Program area description	Projected Outcomes	Contractors	Budget
	favorable changes in laws and regulations that affect older people. Additionally, Legal Services strives to maintain public and private resources that benefit low-income elderly people.			
Mental Health (SN – 44F)	Offers mental health consultation support via case management staff to clients who may be resistant to receiving services.	<ul style="list-style-type: none"> 248 hours of mental health consultation help seniors maintain the highest possible quality of life 	Evergreen Healthcare	\$23,986
Home Care / Individual Provider Training and Continuing Ed (SN – 44G)	Provides training covering basic caregiving concepts, the Fundamentals of Caregiving curriculum and yearly continuing education to paid caregivers and providers. Training program assures the safety and well being of clients receiving care and the safety of the care provider.	<ul style="list-style-type: none"> 6,000 staff/caregivers are trained and help seniors maintain the highest possible quality of life 	Asian Counseling & Referral Services Chinese Information & Service Center Evergreen Healthcare Professional Registry of Nursing	\$1,532,907
Adult Day Care/Day Health (ESS – 44H)	Provides services to older adults and adults with disabilities to prevent or delay the need for institutional care. Participants attend centers during the day on a regular basis and receive care to meet their physical, mental, and emotional needs.	<ul style="list-style-type: none"> 86 seniors are able to maintain the highest possible quality of life 	Senior Services of Seattle/King Sunshine Garden	\$291,139
Elder Abuse Prevention (SN – 44I)	Utilizes trained volunteers to assist in investigation and resolution of complaints made on behalf of residents. The residential Long Term Care Ombudsman Program improves the quality of life for residents of nursing homes, congregate care facilities and adult family homes. Changes in federal, state and local legislations are also recommended by the program.	<ul style="list-style-type: none"> 1,500 elders are able to maintain the highest possible quality of life 	Solid Ground Washington	\$71,565
TOTAL				\$24,866,707

STRATEGY: Aging services coordination

Aging Service Coordination – Area Agency on Aging (ESS – 45A)	Develops and implements Area Plan on Aging as required by the federal Older Americans Act and State Unit on Aging (DSHS). This program area cuts across all four of the previous strategies.	<ul style="list-style-type: none"> 7 Area Plan on Aging objectives completed 	Planning effort across the previous four SIP areas 44F, 44G, 44H, and 44I	\$1,796,495
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Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective, & NA = Not Applicable

Program area (funding objective*)	Program area description	Projected Outcomes	Contractors	Budget
TOTAL				\$1,796,495

STRATEGY: Improve the health of vulnerable and low income residents of Seattle

Access to Drug and Alcohol Treatment (SN – 46A)	Supports the cost of methadone treatment for opiate dependent people including those arrested for crimes. Provides transportation for chronic public inebriants, and intoxicated and incapacitated people to service without the need of police involvement. Provides triage and linkage to services for people in crisis. Links high-risk youth to treatment and other services and helps them to achieve goals.	<ul style="list-style-type: none"> • Opiate dependent clients receive 1,158 months of Methadone treatment • 70% of opiate dependent clients are retained in treatment 12 months or longer • 40 persons participate in Next-Day appt. • 72 patients are admitted to detox • 40 persons receive case management services • 1000 in-person responses provided in situations where police or fire department personnel are standing by • 250 youth demonstrate fulfillment of one or more of their goals in their improvement plans • 180 youth are admitted into chemical dependency treatment 	King County Department of Community and Human Services Public Health-Seattle & King County	\$1,385,939
Asthma – Environmental Health (ESS – 46B)	Supports community strategies to improve indoor air quality and eliminate pollutants that can contribute to or exacerbate asthma and other health problems.	<ul style="list-style-type: none"> • 2 low-income housing complexes are assessed and receive support to make improvements • 1 low-income housing complexes are assessed and receive support that resolves indoor air quality improvements • 7 MHE community forums or special outreach events are provided within the Health Planning Areas of the City that have a significant higher rate of asthma hospitalization for children and adults compared with the County average • 35 residents that receive a HEAL assessment and create a Home Action Plan make at least one behavior change that improves their indoor air quality 	American Lung Association of the Northwest Public Health-Seattle & King County	\$126,190
Best Beginnings (ESS – 46C)	Provides public health nurse visits to high-risk first-time pregnant and parenting teen moms. This proven strategy improves birth and long-term life outcomes for children/parents.	<ul style="list-style-type: none"> • 68 newborns of adolescent mother's have positive birth outcomes (birth weight, decreased prematurity [37+ weeks]) • 118 adolescent mother's progress in school (attendance, continue and make progress, advance grade level, GED, graduate) and/or progress in employment or training • 143 adolescent mother's delay a second pregnancy at 	Public Health-Seattle & King County	\$526,650

Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective, & NA = Not Applicable

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Senior Volunteer Program (ESS – 43A)	19
Senior Centers (ESS – 43C)	19
STRATEGY: Improve independence for frail, older adults	19
Outreach for Seniors (SN – 44A)	19
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Case Management for Seniors, Adults w/ Disabilities (SN – 44C)	20
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Mental Health (SN – 44F)	21
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STRATEGY: Improve the health of vulnerable and low income residents of Seattle	22
Access to Drug and Alcohol Treatment (SN – 46A)	22
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Health Care Access and Outreach (ESS – 46D)	23
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COMMUNITY GOAL 5: EDUCATION AND JOB SKILLS TO LEAD AN INDEPENDENT LIFE	TOTAL \$315,845
STRATEGY: Strengthen the economic self-sufficiency of adults	26
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COMMUNITY GOAL 6: EQUAL ACCESS TO HIGH-QUALITY, CULTURALLY COMPETENT SERVICES	TOTAL \$3,538,351

* Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective



STRATEGY: Increase community based agency capacity	27
Community Facilities (NA – 61A)	27
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STRATEGY: Adopt and implement progressive human service policies	27
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Access to Services (NA – 63A)	28
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* Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective

Community Goal 1: Food to Eat and a Roof Overhead

Total \$28,899,038

Program area (funding objective*)	Program area description	Projected Outcomes	Contractors	Budget
STRATEGY: Prevent homelessness				
Rent Assistance (ESS – 11A)	Provides rent assistance for low income persons so that they may obtain or maintain affordable housing.	<ul style="list-style-type: none"> 500 at risk families will avoid homelessness 	Rental And Relocation Assistance Program Salvation Army Solid Ground United Way of KC	\$1,067,250
Eviction Prevention / Tenant Stabilization (ESS – 11B)	Helps low income persons who are at risk of losing their housing maintain their housing through the provision of services and support.	<ul style="list-style-type: none"> 986 households avoid becoming homeless 92 people secure permanent housing 	ARC Catholic Community Services Compass Center Family Services International District Housing Alliance Plymouth Housing Group Solid Ground YWCA	\$2,624,310
Utility Assistance (ESS – 11C)	Provides one-time assistance for a large utility bill and on-going reduced rates.	<ul style="list-style-type: none"> 17,850 households will meet basic self-care and/or other survival needs 	Direct HSD Service Delivery Program	\$965,077
TOTAL				\$4,656,637

STRATEGY: Move people from homelessness to housing

Emergency Shelters (SN – 12A)	Provides support for homeless persons through the provision of services ranging from safe sleeping accommodations to provision of meals and social services support.	<ul style="list-style-type: none"> 986 households enter permanent or transitional housing 	Archdiocesan Housing Authority Compass Center Downtown Emergency Service Center El Cento de la Raza Family and Adult Services Center Family Services First Place Immanuel/Cascade Emergency Svc King Co. Dept. of Community & Human Services Salvation Army SHARE Solid Ground	\$6,504,674
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Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective, & NA = Not Applicable

Program area (funding objective*)	Program area description	Projected Outcomes	Contractors	Budget
			YWCA of Seattle-King County	
Transitional Housing (SN – 12B)	Provides housing and services support to homeless people for a period of three months to two years. Services are intended to help persons move successfully to permanent housing.	<ul style="list-style-type: none"> • 535 households/families and individuals secure permanent housing 	Archdiocesan Housing Authority Church Council Compass Center McKinney Application Muslim Housing Services Solid Ground YWCA of Seattle-King County	\$6,256,677
Homeless Youth Services (SN – 12C)	Provides emergency and transitional housing, multi-service day centers, education, health care, employment, outreach, and case management to homeless youth. Services are designed to meet emergency needs while helping homeless youth exit street life and move into stable housing.	<ul style="list-style-type: none"> • 310 youth meet immediate shelter needs • 773 homeless youth meet basic self-care and/or other survival needs • 404 people transitioning out of homelessness secure permanent housing • 128 youth gain employment to become self-sufficient • 15 youth secure and establish stable housing • 77 at-risk students make academic progress • 97 youth are able to maintain the highest possible quality of life 	Auburn Youth Resources Catholic Community Services of Western Washington Church Council of Greater Seattle Friends of Youth Goodwill Development Association McKinney Grant Development Peace for the Streets by Kids from the Streets Puget Sound Neighborhood Health Centers Shalom Zone Non-Profit Association Therapeutic Health Services, Inc. United Indians of All Tribes Foundation University Street Ministry Urban League of Metropolitan Seattle YMCA Youth and Outreach Services YouthCare YWCA of Seattle-King County	\$3,262,404
Day Centers (SN – 12D)	Supports homeless people with hygiene and meal services, counseling and case management, and provides a safe place for persons to reside during the day.	<ul style="list-style-type: none"> • 1,600 people in need meet basic self-care and/or other survival needs 	Archdiocesan Housing Authority	\$98,034
Hygiene (SN – 12E)	Helps homeless and low income persons meet basic hygiene requirements such as appropriate restrooms, shower services and laundry facilities.	<ul style="list-style-type: none"> • 3,550 people meet basic self-care and/or survival needs • 145,285 service contacts help people meet their basic self-care and/or survival needs. • 72 people transitioning out of homelessness will secure permanent housing 	Archdiocesan Housing Authority Compass Center Downtown Emergency Service Center Immanuel/Cascade Emergency Service Low Income Housing Institute	\$2,803,804

Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective, & NA = Not Applicable

Program area (funding objective*)	Program area description	Projected Outcomes	Contractors	Budget
			YWCA of Seattle-King County	
Community Support (SN – 12F)	Provides services including voice mail assistance and provision of furniture for homeless families and individuals moving into housing. Services help provide homeless and low income persons with the resources necessary to successfully find and keep housing.	<ul style="list-style-type: none"> 1,428 households have access to community services and activities through community voice mail 1,500 people meet basic self-care and/or other survival needs 	Church Council Solid Ground	\$99,710
Permanent Housing (SN – 12H)	Provides long-term community-based housing with supportive services for homeless persons with disabilities, enabling special needs populations to live as independently as possible in a permanent setting.	<ul style="list-style-type: none"> 111 households transitioning out of homelessness secure permanent housing 125 individuals transitioning out of homelessness secure permanent housing 109 homeless disabled people increase stability in permanent supportive housing 	Downtown Emergency Service Center McKinney Application Plymouth Housing Group King County Public Health Seattle Mental Health/Community Court	\$1,955,631
TOTAL				\$20,980,934

STRATEGY: Reduce hunger

Food Banks (SN – 13A)	Provides food and other household supplies to low income and homeless people to help meet minimum nutritional requirements.	<ul style="list-style-type: none"> 48 agencies improve their capacity to provide food services 50,000 households meet their nutritional needs 	Asian Counseling and Referral Service Ballard Food Bank Beacon Avenue Food Bank Central Area Motivation Program Community-Wide Food, Meals and Nutrition Needs El Cento de la Raza FamilyWorks North Helpline Northwest Community Services Operational Emergency Center Pike Market Senior Center Seattle Indian Center Society of St Vincent De Paul Solid Ground The Food Bank at St. Mary's University District Service League Volunteers of America West Seattle Food Bank	\$1,553,199
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Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective, & NA = Not Applicable



Program area (funding objective*)	Program area description	Projected Outcomes	Contractors	Budget
Food Distributors (SN – 13B)	Provides food and other household supplies to food banks and hot meal programs for distribution to low income and homeless people.	<ul style="list-style-type: none"> • 100 agencies improve their capacity to assist vulnerable populations • 18,600 households meet their nutritional needs 	Emergency Feeding Program FamilyWorks Food Lifeline Jewish Family Service Lifelong AIDS Alliance Operational Emergency Solid Ground Volunteers of America West Seattle Food Bank	\$409,349
Meal Programs (SN – 13C)	Provides critical meals to low income and homeless persons to help them meet minimum nutritional requirements.	<ul style="list-style-type: none"> • 558,580 emergency meals assist people in meeting their nutritional needs. 	Asian Counseling and Referral Service Community House Community Lunch Compass Center Downtown Emergency Service Center El Cento de la Raza Family Services Operation Sack Lunch Phinney Neighborhood Assn ROOTS - Shalom Zone Salvation Army Seattle Indian Center YWCA of Seattle-King County	\$592,043
Summer Breakfast and Lunch Program (ESS – 13D)	Provides food nutrition for low income children and youth. Meals are delivered in parks, schools, churches and non-profits.	<ul style="list-style-type: none"> • 7,500 children meet their nutritional needs 	Seattle School District # 1	\$555,041
Emergency Food Systems Support (NA-13E)	Provides coordination and system support to area food banks and community and congregate meal providers to assure homeless and other low income people have access to food.	<ul style="list-style-type: none"> • 28 trainings by the Meals Partnership Coalition. • Strengthen capacity of human service organizations by providing training to 96 staff through Solid Ground 	Operation Sack Lunch Solid Ground	\$151,835
TOTAL				\$3,261,467

Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective, & NA = Not Applicable

Community Goal 2: Supportive Relationships within Families, Neighborhoods and Communities

Total \$17,356,539

Program area (funding objective*)	Program Area Description	Projected Outcomes	Contractors	Budget
STRATEGY: Increase participation of children and youth in out-of-school time				
After school and Summer programs (cross – 24A)	Provides out-of-school time programs for immigrant, refugee & homeless children 5-14. Programs help children succeed in school by building on their home cultures. Program staff work with classroom teachers to ensure children are on-track with homework and learning standards.	<ul style="list-style-type: none"> • 40 youth/children develop/strengthen social skills • 371 students develop/strengthen skills and/or habits that support academic success • 55 educationally at risk students make academic progress • 51 parents/guardians participate in children's learning 	Chinese Information and Service Center El Centro De La Raza Seattle School District #1 YMCA of Greater Seattle YWCA of Seattle-King County	\$381,029
TOTAL				\$381,029
STRATEGY: Improve safety of high risk middle and high school youth				
Youth Asset Development and Educational Support (ESS – 25A)	Provides culturally relevant tutoring, mentoring, and leadership development programs to youth, with a special emphasis on low-income youth who are struggling academically. Programs increase developmental assets, school attendance, academic achievement, and leadership.	<ul style="list-style-type: none"> • 100 youth have access to community services • 342 youth/children strengthen social skills • 439 youth are connected to their community • 1,098 educationally at-risk students make academic progress • 153 youth learn and incorporate behaviors and skills that foster violence free interactions • 15 people acquire/improve English language literacy skills 	Associated Recreation Council Catholic Community Services of Western Washington Center for Career Alternatives Central House Community Schools Collaboration El Centro De La Raza Horn of Africa International District Housing Alliance King County Parks Red Eagle Soaring Refugee Women's Alliance SafeFutures Seattle Neighborhood Group Vietnamese Friendship Assn YMCA of Greater Seattle YWCA of Seattle-King County-Snohomish County	\$1,038,431
Youth Outreach and Case Management (ESS – 25B)	Provides advocacy, family-focused culturally relevant case management and related services designed to divert youth from gang and criminal involvement, address truancy issues, support	<ul style="list-style-type: none"> • 475 high risk youth make academic progress • 60 youth/children develop/strengthen social skills • 24 people are educated about violence, abuse, and/or neglect 	Atlantic Street Services Center for Career Alternatives Consejo Counseling and Referral Service El Centro De La Raza	\$2,352,028

Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective, & NA = Not Applicable



Program area (funding objective*)	Program Area Description	Projected Outcomes	Contractors	Budget
	academic achievement, and provide positive alternatives.	<ul style="list-style-type: none"> 235 youth learn and incorporate behaviors and skills that foster violence-free interactions 45 people are able to maintain the highest possible quality of life 	Powerful Voices POCAAN Safe Futures Youth Center Seattle Neighborhood Group Southwest Youth & Family Services United Indians of all Tribes YMCA of Greater Seattle	
Youth Employment and Training (ESS – 25C)	Provides summer and year-round work experience, work-based learning, internships, tutoring, education, counseling, case management and support services for low-income youth. Programs help youth at-risk of dropping out to stay in school, improve their academic performance, and develop work skills.	<ul style="list-style-type: none"> 390 youth acquire/strengthen job readiness skills. 250 educationally at-risk students make academic progress through a combination of after school tutoring, Saturday high school credit classes, summer work-based education group projects and summer school. 	Internal HSD Direct Service Program Various Group Projects determined in June 2008 YouthCare	\$2,211,416
TOTAL				\$5,601,875

STRATEGY: Ensure children are ready for kindergarten

Child Care Subsidies for Working Families (ESS – 26A)	Provides subsidies to help low to moderate income working families with children ages birth to 12 to become financially stable and access high quality, educational child care.	<ul style="list-style-type: none"> 715 children will receive child care subsidy to prepare them for school. Of the 715, 70 will be Step Ahead. 	Various Child Care Subsidy Vendors	\$2,039,512
Supporting Child Care Quality (ESS – 26B)	Monitors sites serving children ages birth to 12 & provides technical assistance. In addition, provides teacher training, support for program accreditation, health consultation, social services for families, and guidance for child care programs on how to align their curricula with school district learning standards.	<ul style="list-style-type: none"> 1,440 families are able to secure affordable child care 242 families access community services 350 staff/caregivers at 57 agencies strengthen their capacity to provide care 125 families strengthen parenting skills 200 parents/guardians participate in their children's learning 	Atlantic street center Child Care Resources King County Southwest Youth and Family Services United Way of King County WA State Child Care Resources YWCA of Seattle-King County	\$1,116,901
Early Childhood Literacy (ESS – 26C)	Fosters literacy and school readiness for children of color and immigrant and refugee preschoolers through child care "centers of excellence" developed with the Seattle Early Reading First federal grant.	<ul style="list-style-type: none"> 190 young children are prepared to enter kindergarten 	Child Care Resources City of Seattle Public Library Public Health-Seattle & King County Seattle School District # 1	\$902,231
Homeless Child	Provides therapeutic services for homeless children	<ul style="list-style-type: none"> 45 infants/young children meet developmental 	Family Services of King County	\$233,013

Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective, & NA = Not Applicable

Program area (funding objective*)	Program Area Description	Projected Outcomes	Contractors	Budget
Care (ESS – 26D)	ages birth to 5.	milestones		
Kindergarten Readiness (ESS – 26E)	Provides intensive health and social services, as well as kindergarten preparation for children 3-5 whose families are low income.	<ul style="list-style-type: none"> 406 children will be enrolled in Step Ahead of which at least 345 will demonstrate increased school readiness skills. 323 children will be enrolled in ECEAP 100 agencies and 180 individuals/staff will maintain/improve their capacity to provide early learning services via 2,550 professional development service hours 111 individuals meet their basic food needs via Early Child Health Services 25 infants/young children will meet their developmental needs 1,163 young children are prepared to enter kindergarten 40 parents/guardians participate in their children's learning 11 individuals receive medical care and/or treatment 	Catholic Comm. Services El Centro De La Raza Primm Tabernacle AME Prospect Enrichment Preschool Public Health-Seattle & King County Refugee & Immigrant Family Center Refugee Women's Alliance Seamar Community Health Center Tiny Tots Development Center Washington Alliance for Better Schools	\$2,843,582
Family Child Care Nutrition Program (ESS – 26F)	Provides nutrition education and reimbursement for food to family childcare homes serving mostly low income families. The nutrition program helps ensure children's healthy development and helps keep the cost of family childcare lower. Focus is on serving providers of color and linking them to early childhood education resources.	<ul style="list-style-type: none"> 3,000 children will be able to meet their nutritional needs 	Various Child Care Nutrition Providers	\$886,420
TOTAL				\$8,021,659

STRATEGY: Build strong family and community support for children

Family Centers (ESS – 27A)	Provides services including parent education, child development, life skills, informal network building, advocacy, and information and referral to families in a community-based setting. Free child care is provided while parents attend classes/activities. Family Centers are a place for families to go for connection, friendship, and a sense of community.	<ul style="list-style-type: none"> 1,228¹ family members have healthy, nurturing relationships with one another 820 people are connected to their communities 446 parents/guardians participate in their child's learning 75 parents/guardians strengthen parenting skills 	Abused Deaf Women's Advocacy Atlantic Street Center Children's Home Society of WA Chinese Information and Service Center Family Works Neighborhood House, Inc.	\$1,425,637
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¹ Figures are based on a survey sample of 36% of families participating in family center activities

Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective, & NA = Not Applicable



Program area (funding objective*)	Program Area Description	Projected Outcomes	Contractors	Budget
			Southwest Youth and Family Services	
Immigrant and Refugee Family Support (ESS – 27C)	Provides services to help parents and family members deal with differing cultural expectations. Increases understanding and knowledge about local American school, legal, and health systems enabling parents to access services and advocate for their children. Also provides parent support services and information to address family safety issues and stress management. Immigrant and Refugee Family Support strengthens the development of healthy parent/child relationships.	<ul style="list-style-type: none"> 642 parents will participate in their children's learning 	Chinese Information and Service Center El Centro De La Raza Lao Highland Association of King County Refugee Women's Alliance Safe Futures Youth Center Southwest Youth and Family Services	\$307,669
Homeless Family Counseling (ESS – 27D)	Provides transitional education and support services for homeless students ages 5 to 13. Students transition to permanent educational placements when their families secure stable housing. Program participants reside in emergency shelters, transitional housing, or motels.	<ul style="list-style-type: none"> 30 educationally at-risk students make academic progress 	First Place	\$92,351
Teen Parent Support (ESS – 27G)	Provides family support services to pregnant and parenting teens, including GED preparation, teen parent support groups, life skills support, parent education and advocacy. Participating teen parents obtain and sustain employment, strengthen parenting skills and retain stable housing.	<ul style="list-style-type: none"> 70 family members have healthy, nurturing relationships with one another 80 people are connected to their community 50 young parents are able to obtain and sustain employment 	Atlantic Street Center Children's Home Society of WA Family Works Southwest Youth and Family Services	\$135,512
TOTAL				\$1,961,169

STRATEGY: Improve youth mental health and decrease high risk behaviors

Youth Mental Health Counseling (ESS – 28A)	Provides individual, group, and family counseling, anger management and life skills training, and intensive family therapy to middle and high school age youth who have significant issues such as anger management or anti-social behaviors (many have a pattern of school disciplinary problems). Therapies are proven to be effective in reducing recidivism.	<ul style="list-style-type: none"> 203 youth/children and/or their families acquire/strengthen coping abilities 	Asian Counseling and Referral Service Consejo Counseling and Referral Service Puget Sound Neighborhood Health Centers Southeast Youth and Family Services Therapeutic Health Services, Inc.	\$742,907
Reinvesting in	Provides intensive family therapy programs that	<ul style="list-style-type: none"> Complete program development and begin working 	Puget Sound Education Service District	\$77,000

Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective, & NA = Not Applicable

Program area (funding objective*)	Program Area Description	Projected Outcomes	Contractors	Budget
Youth (ESS – 28B)	reduce recidivism, and provides capacity building for youth serving agencies to evaluate and improve service models. Systems change focuses on reinvesting institutional funding into proven-effective community-based programs.	directly with school districts in King County to carry out self-assessments and develop comprehensive action plans for dropout prevention, intervention, and retrieval.		
LGBTQ Youth (ESS – 28C)	Provides services to Lesbian, Gay, Bisexual, Transgender, and Questioning (LGBTQ) youth that are designed to reduce risk factors and strengthen developmental assets and social supports. Services are culturally appropriate and targeted to LGBTQ youth who are at risk of homelessness, school failure, social isolation.	<ul style="list-style-type: none"> • 412 youth/children develop/strengthen social skills • 21 youth are connected to their families • 10 academically educationally at-risk students make academic progress • 20 youth maintain the highest possible quality of life • 2 youth acquire/strengthen job skills 	American Friends Service Committee Lambert House Lifelong AIDS Alliance	\$148,700
TOTAL				\$968,607

STRATEGY: Organize neighborhoods to address and prevent crime

Crime Prevention (ESS – 29A)	Promotes partnerships between residents, businesses, government agencies and service providers to advocate for safe neighborhoods and to develop strategies that create strong communities. Community-based crime prevention and public safety services focus on community organizing and support, training, advocacy and legislative action, and information dissemination.	<ul style="list-style-type: none"> • 100 people have access to community services and activities • 48 trainings on accessing community services and activities • 25 people meet their immediate emergency/shelter needs • 25 people are able to maintain the highest possible quality of life 	ID Emergency Ctr. Seattle Neighborhood Group	\$422,200
TOTAL				\$422,200

Community Goal 3: A Safe Haven from all Forms of Violence and Abuse

Total \$3,679,928

Program area (funding objective*)	Program Area Description	Projected Outcomes	Contractors	Budget
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STRATEGY: Support the safety and well being of victims of domestic violence and sexual assault

Domestic Violence Shelters and Housing (SN – 31A)	Provides confidential emergency shelter for domestic violence victims who are being stalked and their children. Specialized transitional housing is provided to assist victims with affordable housing while they restructure their lives.	<ul style="list-style-type: none"> 8 families and 12 households transitioning out of homelessness secure permanent housing 380 adult victims of violence/abuse have strategies for meeting safety needs 184 households and 179 individuals increase their knowledge of community resources 	International District Housing Alliance (IDHA) New Beginnings Salvation Army YWCA of Seattle-King County	\$1,005,566
Domestic and Sexual Violence Advocacy (SN – 31B)	Provides safety planning, crisis intervention, case management, information and referral, support groups, legal services, and advocacy and referral to victims of domestic violence and their children.	<ul style="list-style-type: none"> 37 individuals are able to get legal assistance 900 service contact are available 125 homeless/low-income people become economically self-sufficient 1,024 adult victims of violence/abuse are able to meet safety needs 731 adult victims of domestic violence increase their knowledge of community resources 	Abused Deaf Women's Advocacy Services CHAYA Consejo Counseling and Referral Service New Beginnings Northwest Justice Project Northwest Network - CAP Refugee Women's Alliance Salvation Army Seattle Counseling Services for Sexual Minorities Seattle Indian Health Board YWCA-E Cherry Branch	\$1,142,513
Sexual Assault Victim Services (SN – 31F)	Provides 24-hour crisis intervention, information and referral, and legal and medical advocacy for sexual assault victims.	<ul style="list-style-type: none"> 1,563 survivors are able to cope with the effects of violence/abuse 	Abused Deaf Women's Advocacy Services Harborview King County Sexual Assault Resource Center	\$624,368
TOTAL				\$2,772,446

STRATEGY: Hold batterers accountable

Batterer's Treatment for Indigent Batterers (SN – 33A)	Provides batterer's treatment for indigent batterers.	<ul style="list-style-type: none"> 117 batterers who successfully complete treatment reduce/stop abusive behaviors 	Asian Counseling and Referral Service Consejo Counseling and Referral Service Family Services Highline-West Seattle Mental Health	\$161,254
TOTAL				\$161,254

Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective, & NA = Not Applicable

Program area (funding objective*)	Program Area Description	Projected Outcomes	Contractors	Budget
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STRATEGY: Strengthen the system response to domestic violence and sexual assault

Domestic Violence and Sexual Assault Response System Improvement (SN – 34A)	Identifies and implements systems change efforts to enhance the coordinated community response to domestic violence and sexual assault.	<ul style="list-style-type: none"> 31 plans/trainings are developed to educate people about violence, abuse, and/or neglect 	Consejo Counseling and Referral Service Harborview King County Coalition Against Domestic Violence Refugee Women's Alliance Seattle Counseling Services Sound Mental Health	\$431,693
TOTAL				\$431,693

STRATEGY: Build community support to end domestic violence and sexual assault

Domestic and Sexual Violence Prevention (ESS – 35A)	Provides community organizing and training of youth and other community members on domestic, dating and sexual violence to foster positive healthy relationships.	<ul style="list-style-type: none"> 1,181 individuals are educated about violence, abuse, and/or neglect 	Asian Counseling and Referral Service Communities Against Rape & Abuse Consejo Counseling and Referral Service Northwest Network Refugee Women's Alliance YWCA-E Cherry Branch	\$314,536
TOTAL				\$314,536

Community Goal 4: Health Care to be as Physically and Mentally Fit as Possible

Total \$49,676,206

Program area (funding objective*)	Program area description	Projected Outcomes	Contractors	Budget
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STRATEGY: Meet the basic needs of seniors and people with disabilities

Transportation (ESS – 41A)	Provides transportation to nutrition sites and medical appointments.	<ul style="list-style-type: none"> 2,914 seniors have access to community services and activities 	Senior Services of Seattle/King County	\$486,181
Information and Assistance for Seniors (ESS –)	Provides information and access to health and long term care services for low income, frail, isolated elders, including non-English speaking elders from	<ul style="list-style-type: none"> 7,210 seniors have access to community services and activities 	Asian Counseling and Referral Service Chinese Information and Service Center Chinese Information Service Center	\$1,581,477

Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective, & NA = Not Applicable



Program area (funding objective*)	Program area description	Projected Outcomes	Contractors	Budget
41B)	the Asian Pacific Islanders and Latino communities, elder residents in Seattle public housing, and homeless elders downtown. Clients are able to access services which they otherwise are unable to access alone. Gatekeepers and other members of the community are trained to recognize signs that may indicate a vulnerable adult is at risk of abuse, neglect or exploitation, and how to report those concerns.		Neighborhood House Pike Market Senior Center Sea Mar Community Health Center Senior Services of Seattle/King County	
Housing Support (ESS – 41C)	Matches primarily low income homeowners 75 years of age or older and the severely disabled with tenants needing low cost housing. Homesharing helps individuals remain independent in their own homes, and have companionship and security while also providing safe, affordable housing choices for people of all ages.	<ul style="list-style-type: none"> • 27 seniors are able to maintain the highest possible quality of life 	Senior Services of Seattle/King County	\$77,231
Access Services for Adults w/ Disabilities (ESS – 41D)	Provides sign language interpreting for deaf and hard of hearing individuals, case management services for deaf/blind persons, and advocacy on behalf of people with disabilities, to maximize independent living.	<ul style="list-style-type: none"> • 4,000 contacts for information and referral • 48 individuals have access to community services and activities • 40 individuals with physical and/or developmental disabilities are able to live as independently as possible 	Crisis Clinic Deaf-Blind Service Center Hearing, Speech & Deafness Center	\$128,395
TOTAL				\$2,273,284

STRATEGY: Increase health and wellness of vulnerable populations

Health Promotion and Wellness (ESS – 42A)	Provides services in senior centers and community centers that incorporate strength, flexibility, and cardiovascular exercise components, health monitoring by a nurse, peer support, problem solving, and social activation. As a result, participants significantly reduce hospitalizations and increase physical activity, thus reducing health care costs and improving health outcomes.	<ul style="list-style-type: none"> • 1,809 individuals are able to maintain the highest possible quality of life • 150 youth/children and/or their families acquire/strengthen coping abilities • 160 individuals addicted to alcohol/drugs are able to break their dependency 	Highline Medical Center Senior Services of Seattle/King County	\$246,942
Chronic Conditions/Medication Management (ESS – 42B)	Uses an automated system to monitor and facilitate interventions for case management clients with chronic diseases such as diabetes, hypertension, etc. Interventions include nutrition counseling,	<ul style="list-style-type: none"> • 334 individuals receive medical care and/or treatment • 315 individuals are educated about chronic/acute illnesses and/or disabilities 	Community Health Center of KC Kin On Community Health Care Puget Sound Neighborhood Healthcare Seamar Community Health Center	\$348,233

Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective, & NA = Not Applicable

Program area (funding objective*)	Program area description	Projected Outcomes	Contractors	Budget
	physical activity/exercise, and medication management.		University of Washington	
Nutrition Programs (ESS – 42C)	Provides nutritious meals that are ethnically appropriate, and physical / social activities to frail, isolated elders from ethnic communities. This healthy nutrition improves health status.	<ul style="list-style-type: none"> 9,500 seniors meet their nutritional needs 	Asian Counseling & Referral Service El Centro De La Raza International District Preservation and Dev. Authority Pacific Asian Elderly Pacific Asian Empowerment Program Pike Market Senior Center Refugee Women's Alliance Sea Mar Community Health Center Seattle Chinatown International District Senior Services of Seattle/King County United Indians of All Tribes Foundation	\$2,943,221
Family Caregiver Programs (ESS – 42D)	Provides caregiver information and support that focuses on both the individual caregiver and the system that supports the caregiver. Programs includes in-home and out-of-home respite care services for family and other unpaid caregivers that provide the daily services required when caring for adults with functional disabilities.	<ul style="list-style-type: none"> 1,586 care givers are able to maintain the highest possible quality of life 	Alzheimer's Assoc of West & Central Washington Atlantic Street Center Caregiver Outreach and support Chinese Information and Service Center Crisis Clinic Encompass Northwest Evergreen Healthcare Kin On Community Health Care Senior Services of Seattle/King Southeast Youth and Family Services	\$1,186,911
Respite for Caregivers of Seniors and Adults w/ Disabilities (ESS – 42E)	Respite Care services focus on meeting the needs of caregivers by providing them time away from the responsibilities of ongoing care of a disabled adult. The care that is provided ranges from companionship and supervision to care by a registered nurse. Respite care is provided both in-home and in the community.	<ul style="list-style-type: none"> 300 caregivers are able to maintain the highest possible quality of life 	Amicable healthcare Inc Auburn Respite Services Catholic Community Services Chesterfield Services, Inc. Chinese Information & Service Center Crisis Clinic Elder and Adult Day Service ElderHealth Northwest Elite Home Care Evergreen Healthcare Jewish Family Service Kin On Community Health	\$666,970

Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective, & NA = Not Applicable



Program area (funding objective*)	Program area description	Projected Outcomes	Contractors	Budget
			Kokoro Kai Adult Day Respite Korean Women's Association Millennia Healthcare Inc. Polack Adult Day Providence Mt. St. Vincent Res-Care Washington Inc Sea Mar Community Health Center Senior Services of Seattle/King County Solid Ground Washington Vashon Island Community Volunteers of America	
TOTAL				\$5,392,277

STRATEGY: Increase senior social engagement

Senior Volunteer Program (ESS – 43A)	Matching programs connect people with City, non-profit, and social service agencies working on behalf of older people and adults with disabilities. Host sites register ongoing and one time volunteer opportunities with programs. Registered volunteers select an appropriate community service position.	<ul style="list-style-type: none"> 1,300 seniors connect to their community through volunteer programs and 4,700 seniors connect with their community through 18 community events 	Internal HSD Service Delivery Program	\$77,043
Senior Centers (ESS – 43C)	Offers access to services and resources on-site, including meals, transportation, health screening, and exercise & fitness. Senior centers are community resource centers that meet the physical and emotional needs of older adults.	<ul style="list-style-type: none"> 520 seniors are able to maintain the highest possible quality of life 	International District Drop-in Center Phinney Neighborhood Association Senior Services of Seattle/King County South Park Area Redevelopment Committee Wallingford Community Service Center	\$442,965
TOTAL				\$520,008

STRATEGY: Improve independence for frail, older adults

Outreach for Seniors (SN – 44A)	Connects isolated, frail elders in ethnic communities with services that enable them to live independently and avoid premature nursing home placement.	<ul style="list-style-type: none"> 635 seniors are able to maintain the highest possible quality of life 	Chinese Information and Service Center Senior Services of Seattle/King County	\$171,722
Home Care and In Home Services (SN)	Provides medical and personal care services to individuals in their own homes. Medical services	<ul style="list-style-type: none"> 3,842 seniors are able to maintain the highest possible quality of life 	Addus HealthCare Inc Amicable Healthcare, Inc.	\$17,025,200

Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective, & NA = Not Applicable

Program area (funding objective*)	Program area description	Projected Outcomes	Contractors	Budget
- 44B)	included nursing, physical, occupational or speech therapy, and/or home health aide services. The individuals receiving services are under the care of a physician. Personal care includes feeding, toileting and bathing services. investment amount includes reimbursement for home care workers' health plan premiums. Home care providers directly bill the state for home care hours.		Catholic Community Services Chesterfield Services, Inc Corinthians Home Care Service ElderHealth Northwest Elite Home Care Kin On Community Health Care Korean Women's Assoc. Millennia Health Care Inc. On Your Own, Inc. Professional Choice Home Health Res-Care Washington, Inc. Seamar Community Health Solid Ground Washington SoundCare HomeCare Services	
Case Management for Seniors, Adults w/ Disabilities (SN - 44C)	Provides in-depth assistance to frail, multiple needs persons who have significant health and social needs. The case managers conduct in-home assessments and consult with the client in order to develop and implement a service plan that addresses the individual's needs.	<ul style="list-style-type: none"> • 11,500 seniors and adults with disabilities maintain the highest possible quality of life. • 140 seniors at-risk of becoming homeless retain stable housing and 16 seniors transitioning out of homelessness secure permanent housing • 2,507 seniors receive assistance to select Medicare Part D prescription drug plans • 72 service hours are provided to individuals with mental illness to help them function at the highest level possible • 300 individuals are able to maintain the highest possible quality of life 	Asian Counseling & Referral Services Catholic Community Services Chinese Information & Service Center Evergreen Healthcare Harborview Medical Center Housing Access Services King County University of Washington	\$5,258,689
Client Specific Fund for Seniors and Adults w/ Disabilities (SN - 44D)	Makes available individually tailored services to meet each client's specific needs so that they are able to stay in their own home. Such services are authorized by case managers and provided through ADS service providers as well as outside vendors.	<ul style="list-style-type: none"> • 111 seniors are able to maintain the highest possible quality of life 	Senior Services of Seattle/King	\$289,631
Legal Services (SN - 44E)	Provides group legal representation, including class action lawsuits, advocacy training and information to service providers, volunteer advocates, and individual client legal services. Older people secure rights, benefits and entitlements under federal, state and local laws. Program also seeks to effect	<ul style="list-style-type: none"> • 1,768 hours of legal assistance is available to seniors 	Columbia Legal Services	\$201,868

Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective, & NA = Not Applicable



Program area (funding objective*)	Program area description	Projected Outcomes	Contractors	Budget
	favorable changes in laws and regulations that affect older people. Additionally, Legal Services strives to maintain public and private resources that benefit low-income elderly people.			
Mental Health (SN – 44F)	Offers mental health consultation support via case management staff to clients who may be resistant to receiving services.	<ul style="list-style-type: none"> 248 hours of mental health consultation help seniors maintain the highest possible quality of life 	Evergreen Healthcare	\$23,986
Home Care / Individual Provider Training and Continuing Ed (SN – 44G)	Provides training covering basic caregiving concepts, the Fundamentals of Caregiving curriculum and yearly continuing education to paid caregivers and providers. Training program assures the safety and well being of clients receiving care and the safety of the care provider.	<ul style="list-style-type: none"> 6,000 staff/caregivers are trained and help seniors maintain the highest possible quality of life 	Asian Counseling & Referral Services Chinese Information & Service Center Evergreen Healthcare Professional Registry of Nursing	\$1,532,907
Adult Day Care/Day Health (ESS – 44H)	Provides services to older adults and adults with disabilities to prevent or delay the need for institutional care. Participants attend centers during the day on a regular basis and receive care to meet their physical, mental, and emotional needs.	<ul style="list-style-type: none"> 86 seniors are able to maintain the highest possible quality of life 	Senior Services of Seattle/King Sunshine Garden	\$291,139
Elder Abuse Prevention (SN – 44I)	Utilizes trained volunteers to assist in investigation and resolution of complaints made on behalf of residents. The residential Long Term Care Ombudsman Program improves the quality of life for residents of nursing homes, congregate care facilities and adult family homes. Changes in federal, state and local legislations are also recommended by the program.	<ul style="list-style-type: none"> 1,500 elders are able to maintain the highest possible quality of life 	Solid Ground Washington	\$71,565
TOTAL				\$24,866,707

STRATEGY: Aging services coordination

Aging Service Coordination – Area Agency on Aging (ESS – 45A)	Develops and implements Area Plan on Aging as required by the federal Older Americans Act and State Unit on Aging (DSHS). This program area cuts across all four of the previous strategies.	<ul style="list-style-type: none"> 7 Area Plan on Aging objectives completed 	Planning effort across the previous four SIP areas 44F, 44G, 44H, and 44I	\$1,796,495
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Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective, & NA = Not Applicable

Program area (funding objective*)	Program area description	Projected Outcomes	Contractors	Budget
			TOTAL	\$1,796,495

STRATEGY: Improve the health of vulnerable and low income residents of Seattle

Access to Drug and Alcohol Treatment (SN – 46A)	Supports the cost of methadone treatment for opiate dependent people including those arrested for crimes. Provides transportation for chronic public inebriants, and intoxicated and incapacitated people to service without the need of police involvement. Provides triage and linkage to services for people in crisis. Links high-risk youth to treatment and other services and helps them to achieve goals.	<ul style="list-style-type: none"> • Opiate dependent clients receive 1,158 months of Methadone treatment • 70% of opiate dependent clients are retained in treatment 12 months or longer • 40 persons participate in Next-Day appt. • 72 patients are admitted to detox • 40 persons receive case management services • 1000 in-person responses provided in situations where police or fire department personnel are standing by • 250 youth demonstrate fulfillment of one or more of their goals in their improvement plans • 180 youth are admitted into chemical dependency treatment 	King County Department of Community and Human Services Public Health-Seattle & King County	\$1,385,939
Asthma – Environmental Health (ESS – 46B)	Supports community strategies to improve indoor air quality and eliminate pollutants that can contribute to or exacerbate asthma and other health problems.	<ul style="list-style-type: none"> • 2 low-income housing complexes are assessed and receive support to make improvements • 1 low-income housing complexes are assessed and receive support that resolves indoor air quality improvements • 7 MHE community forums or special outreach events are provided within the Health Planning Areas of the City that have a significant higher rate of asthma hospitalization for children and adults compared with the County average • 35 residents that receive a HEAL assessment and create a Home Action Plan make at least one behavior change that improves their indoor air quality 	American Lung Association of the Northwest Public Health-Seattle & King County	\$126,190
Best Beginnings (ESS – 46C)	Provides public health nurse visits to high-risk first-time pregnant and parenting teen moms. This proven strategy improves birth and long-term life outcomes for children/parents.	<ul style="list-style-type: none"> • 68 newborns of adolescent mother's have positive birth outcomes (birth weight, decreased prematurity [37+ weeks]) • 118 adolescent mother's progress in school (attendance, continue and make progress, advance grade level, GED, graduate) and/or progress in employment or training • 143 adolescent mother's delay a second pregnancy at 	Public Health-Seattle & King County	\$526,650

Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective, & NA = Not Applicable



Program area (funding objective*)	Program area description	Projected Outcomes	Contractors	Budget
Food Distributors (SN – 13B)	Provides food and other household supplies to food banks and hot meal programs for distribution to low income and homeless people.	<ul style="list-style-type: none"> • 100 agencies improve their capacity to assist vulnerable populations • 18,600 households meet their nutritional needs 	Emergency Feeding Program FamilyWorks Food Lifeline Jewish Family Service Lifelong AIDS Alliance Operational Emergency Solid Ground Volunteers of America West Seattle Food Bank	\$409,349
Meal Programs (SN – 13C)	Provides critical meals to low income and homeless persons to help them meet minimum nutritional requirements.	<ul style="list-style-type: none"> • 558,580 emergency meals assist people in meeting their nutritional needs. 	Asian Counseling and Referral Service Community House Community Lunch Compass Center Downtown Emergency Service Center El Cento de la Raza Family Services Operation Sack Lunch Phinney Neighborhood Assn ROOTS - Shalom Zone Salvation Army Seattle Indian Center YWCA of Seattle-King County	\$592,043
Summer Breakfast and Lunch Program (ESS – 13D)	Provides food nutrition for low income children and youth. Meals are delivered in parks, schools, churches and non-profits.	<ul style="list-style-type: none"> • 7,500 children meet their nutritional needs 	Seattle School District # 1	\$555,041
Emergency Food Systems Support (NA-13E)	Provides coordination and system support to area food banks and community and congregate meal providers to assure homeless and other low income people have access to food.	<ul style="list-style-type: none"> • 28 trainings by the Meals Partnership Coalition. • Strengthen capacity of human service organizations by providing training to 96 staff through Solid Ground 	Operation Sack Lunch Solid Ground	\$151,835
TOTAL				\$3,261,467

Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective, & NA = Not Applicable

Community Goal 2: Supportive Relationships within Families, Neighborhoods and Communities

Total \$17,356,539

Program area (funding objective*)	Program Area Description	Projected Outcomes	Contractors	Budget
STRATEGY: Increase participation of children and youth in out-of-school time				
After school and Summer programs (cross – 24A)	Provides out-of-school time programs for immigrant, refugee & homeless children 5-14. Programs help children succeed in school by building on their home cultures. Program staff work with classroom teachers to ensure children are on-track with homework and learning standards.	<ul style="list-style-type: none"> • 40 youth/children develop/strengthen social skills • 371 students develop/strengthen skills and/or habits that support academic success • 55 educationally at risk students make academic progress • 51 parents/guardians participate in children's learning 	Chinese Information and Service Center El Centro De La Raza Seattle School District #1 YMCA of Greater Seattle YWCA of Seattle-King County	\$381,029
TOTAL				\$381,029
STRATEGY: Improve safety of high risk middle and high school youth				
Youth Asset Development and Educational Support (ESS – 25A)	Provides culturally relevant tutoring, mentoring, and leadership development programs to youth, with a special emphasis on low-income youth who are struggling academically. Programs increase developmental assets, school attendance, academic achievement, and leadership.	<ul style="list-style-type: none"> • 100 youth have access to community services • 342 youth/children strengthen social skills • 439 youth are connected to their community • 1,098 educationally at-risk students make academic progress • 153 youth learn and incorporate behaviors and skills that foster violence free interactions • 15 people acquire/improve English language literacy skills 	Associated Recreation Council Catholic Community Services of Western Washington Center for Career Alternatives Central House Community Schools Collaboration El Centro De La Raza Horn of Africa International District Housing Alliance King County Parks Red Eagle Soaring Refugee Women's Alliance SafeFutures Seattle Neighborhood Group Vietnamese Friendship Assn YMCA of Greater Seattle YWCA of Seattle-King County-Snohomish County	\$1,038,431
Youth Outreach and Case Management (ESS – 25B)	Provides advocacy, family-focused culturally relevant case management and related services designed to divert youth from gang and criminal involvement, address truancy issues, support	<ul style="list-style-type: none"> • 475 high risk youth make academic progress • 60 youth/children develop/strengthen social skills • 24 people are educated about violence, abuse, and/or neglect 	Atlantic Street Services Center for Career Alternatives Consejo Counseling and Referral Service El Centro De La Raza	\$2,352,028

Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective, & NA = Not Applicable



Program area (funding objective*)	Program Area Description	Projected Outcomes	Contractors	Budget
	academic achievement, and provide positive alternatives.	<ul style="list-style-type: none"> 235 youth learn and incorporate behaviors and skills that foster violence-free interactions 45 people are able to maintain the highest possible quality of life 	Powerful Voices POCAAN Safe Futures Youth Center Seattle Neighborhood Group Southwest Youth & Family Services United Indians of all Tribes YMCA of Greater Seattle	
Youth Employment and Training (ESS – 25C)	Provides summer and year-round work experience, work-based learning, internships, tutoring, education, counseling, case management and support services for low-income youth. Programs help youth at-risk of dropping out to stay in school, improve their academic performance, and develop work skills.	<ul style="list-style-type: none"> 390 youth acquire/strengthen job readiness skills. 250 educationally at-risk students make academic progress through a combination of after school tutoring, Saturday high school credit classes, summer work-based education group projects and summer school. 	Internal HSD Direct Service Program Various Group Projects determined in June 2008 YouthCare	\$2,211,416
TOTAL				\$5,601,875

STRATEGY: Ensure children are ready for kindergarten

Child Care Subsidies for Working Families (ESS – 26A)	Provides subsidies to help low to moderate income working families with children ages birth to 12 to become financially stable and access high quality, educational child care.	<ul style="list-style-type: none"> 715 children will receive child care subsidy to prepare them for school. Of the 715, 70 will be Step Ahead. 	Various Child Care Subsidy Vendors	\$2,039,512
Supporting Child Care Quality (ESS – 26B)	Monitors sites serving children ages birth to 12 & provides technical assistance. In addition, provides teacher training, support for program accreditation, health consultation, social services for families, and guidance for child care programs on how to align their curricula with school district learning standards.	<ul style="list-style-type: none"> 1,440 families are able to secure affordable child care 242 families access community services 350 staff/caregivers at 57 agencies strengthen their capacity to provide care 125 families strengthen parenting skills 200 parents/guardians participate in their children's learning 	Atlantic street center Child Care Resources King County Southwest Youth and Family Services United Way of King County WA State Child Care Resources YWCA of Seattle-King County	\$1,116,901
Early Childhood Literacy (ESS – 26C)	Fosters literacy and school readiness for children of color and immigrant and refugee preschoolers through child care "centers of excellence" developed with the Seattle Early Reading First federal grant.	<ul style="list-style-type: none"> 190 young children are prepared to enter kindergarten 	Child Care Resources City of Seattle Public Library Public Health-Seattle & King County Seattle School District # 1	\$902,231
Homeless Child	Provides therapeutic services for homeless children	<ul style="list-style-type: none"> 45 infants/young children meet developmental 	Family Services of King County	\$233,013

Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective, & NA = Not Applicable

Program area (funding objective*)	Program Area Description	Projected Outcomes	Contractors	Budget
Care (ESS – 26D)	ages birth to 5.	milestones		
Kindergarten Readiness (ESS – 26E)	Provides intensive health and social services, as well as kindergarten preparation for children 3-5 whose families are low income.	<ul style="list-style-type: none"> 406 children will be enrolled in Step Ahead of which at least 345 will demonstrate increased school readiness skills. 323 children will be enrolled in ECEAP 100 agencies and 180 individuals/staff will maintain/improve their capacity to provide early learning services via 2,550 professional development service hours 111 individuals meet their basic food needs via Early Child Health Services 25 infants/young children will meet their developmental needs 1,163 young children are prepared to enter kindergarten 40 parents/guardians participate in their children's learning 11 individuals receive medical care and/or treatment 	Catholic Comm. Services El Centro De La Raza Primm Tabernacle AME Prospect Enrichment Preschool Public Health-Seattle & King County Refugee & Immigrant Family Center Refugee Women's Alliance Seamar Community Health Center Tiny Tots Development Center Washington Alliance for Better Schools	\$2,843,582
Family Child Care Nutrition Program (ESS – 26F)	Provides nutrition education and reimbursement for food to family childcare homes serving mostly low income families. The nutrition program helps ensure children's healthy development and helps keep the cost of family childcare lower. Focus is on serving providers of color and linking them to early childhood education resources.	<ul style="list-style-type: none"> 3,000 children will be able to meet their nutritional needs 	Various Child Care Nutrition Providers	\$886,420
TOTAL				\$8,021,659

STRATEGY: Build strong family and community support for children

Family Centers (ESS – 27A)	Provides services including parent education, child development, life skills, informal network building, advocacy, and information and referral to families in a community-based setting. Free child care is provided while parents attend classes/activities. Family Centers are a place for families to go for connection, friendship, and a sense of community.	<ul style="list-style-type: none"> 1,228¹ family members have healthy, nurturing relationships with one another 820 people are connected to their communities 446 parents/guardians participate in their child's learning 75 parents/guardians strengthen parenting skills 	Abused Deaf Women's Advocacy Atlantic Street Center Children's Home Society of WA Chinese Information and Service Center Family Works Neighborhood House, Inc.	\$1,425,637
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¹ Figures are based on a survey sample of 36% of families participating in family center activities

Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective, & NA = Not Applicable



Program area (funding objective*)	Program Area Description	Projected Outcomes	Contractors	Budget
			Southwest Youth and Family Services	
Immigrant and Refugee Family Support (ESS – 27C)	Provides services to help parents and family members deal with differing cultural expectations. Increases understanding and knowledge about local American school, legal, and health systems enabling parents to access services and advocate for their children. Also provides parent support services and information to address family safety issues and stress management. Immigrant and Refugee Family Support strengthens the development of healthy parent/child relationships.	<ul style="list-style-type: none"> 642 parents will participate in their children's learning 	Chinese Information and Service Center El Centro De La Raza Lao Highland Association of King County Refugee Women's Alliance Safe Futures Youth Center Southwest Youth and Family Services	\$307,669
Homeless Family Counseling (ESS – 27D)	Provides transitional education and support services for homeless students ages 5 to 13. Students transition to permanent educational placements when their families secure stable housing. Program participants reside in emergency shelters, transitional housing, or motels.	<ul style="list-style-type: none"> 30 educationally at-risk students make academic progress 	First Place	\$92,351
Teen Parent Support (ESS – 27G)	Provides family support services to pregnant and parenting teens, including GED preparation, teen parent support groups, life skills support, parent education and advocacy. Participating teen parents obtain and sustain employment, strengthen parenting skills and retain stable housing.	<ul style="list-style-type: none"> 70 family members have healthy, nurturing relationships with one another 80 people are connected to their community 50 young parents are able to obtain and sustain employment 	Atlantic Street Center Children's Home Society of WA Family Works Southwest Youth and Family Services	\$135,512
TOTAL				\$1,961,169

STRATEGY: Improve youth mental health and decrease high risk behaviors

Youth Mental Health Counseling (ESS – 28A)	Provides individual, group, and family counseling, anger management and life skills training, and intensive family therapy to middle and high school age youth who have significant issues such as anger management or anti-social behaviors (many have a pattern of school disciplinary problems). Therapies are proven to be effective in reducing recidivism.	<ul style="list-style-type: none"> 203 youth/children and/or their families acquire/strengthen coping abilities 	Asian Counseling and Referral Service Consejo Counseling and Referral Service Puget Sound Neighborhood Health Centers Southeast Youth and Family Services Therapeutic Health Services, Inc.	\$742,907
Reinvesting in	Provides intensive family therapy programs that	<ul style="list-style-type: none"> Complete program development and begin working 	Puget Sound Education Service District	\$77,000

Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective, & NA = Not Applicable

Program area (funding objective*)	Program Area Description	Projected Outcomes	Contractors	Budget
Youth (ESS – 28B)	reduce recidivism, and provides capacity building for youth serving agencies to evaluate and improve service models. Systems change focuses on reinvesting institutional funding into proven-effective community-based programs.	directly with school districts in King County to carry out self-assessments and develop comprehensive action plans for dropout prevention, intervention, and retrieval.		
LGBTQ Youth (ESS – 28C)	Provides services to Lesbian, Gay, Bisexual, Transgender, and Questioning (LGBTQ) youth that are designed to reduce risk factors and strengthen developmental assets and social supports. Services are culturally appropriate and targeted to LGBTQ youth who are at risk of homelessness, school failure, social isolation.	<ul style="list-style-type: none"> • 412 youth/children develop/strengthen social skills • 21 youth are connected to their families • 10 academically educationally at-risk students make academic progress • 20 youth maintain the highest possible quality of life • 2 youth acquire/strengthen job skills 	American Friends Service Committee Lambert House Lifelong AIDS Alliance	\$148,700
TOTAL				\$968,607

STRATEGY: Organize neighborhoods to address and prevent crime

Crime Prevention (ESS – 29A)	Promotes partnerships between residents, businesses, government agencies and service providers to advocate for safe neighborhoods and to develop strategies that create strong communities. Community-based crime prevention and public safety services focus on community organizing and support, training, advocacy and legislative action, and information dissemination.	<ul style="list-style-type: none"> • 100 people have access to community services and activities • 48 trainings on accessing community services and activities • 25 people meet their immediate emergency/shelter needs • 25 people are able to maintain the highest possible quality of life 	ID Emergency Ctr. Seattle Neighborhood Group	\$422,200
TOTAL				\$422,200

Community Goal 3: A Safe Haven from all Forms of Violence and Abuse

Total \$3,679,928

Program area (funding objective*)	Program Area Description	Projected Outcomes	Contractors	Budget
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STRATEGY: Support the safety and well being of victims of domestic violence and sexual assault

Domestic Violence Shelters and Housing (SN – 31A)	Provides confidential emergency shelter for domestic violence victims who are being stalked and their children. Specialized transitional housing is provided to assist victims with affordable housing while they restructure their lives.	<ul style="list-style-type: none"> • 8 families and 12 households transitioning out of homelessness secure permanent housing • 380 adult victims of violence/abuse have strategies for meeting safety needs • 184 households and 179 individuals increase their knowledge of community resources 	International District Housing Alliance (IDHA) New Beginnings Salvation Army YWCA of Seattle-King County	\$1,005,566
Domestic and Sexual Violence Advocacy (SN – 31B)	Provides safety planning, crisis intervention, case management, information and referral, support groups, legal services, and advocacy and referral to victims of domestic violence and their children.	<ul style="list-style-type: none"> • 37 individuals are able to get legal assistance • 900 service contact are available • 125 homeless/low-income people become economically self-sufficient • 1,024 adult victims of violence/abuse are able to meet safety needs • 731 adult victims of domestic violence increase their knowledge of community resources 	Abused Deaf Women's Advocacy Services CHAYA Consejo Counseling and Referral Service New Beginnings Northwest Justice Project Northwest Network - CAP Refugee Women's Alliance Salvation Army Seattle Counseling Services for Sexual Minorities Seattle Indian Health Board YWCA-E Cherry Branch	\$1,142,513
Sexual Assault Victim Services (SN – 31F)	Provides 24-hour crisis intervention, information and referral, and legal and medical advocacy for sexual assault victims.	<ul style="list-style-type: none"> • 1,563 survivors are able to cope with the effects of violence/abuse 	Abused Deaf Women's Advocacy Services Harborview King County Sexual Assault Resource Center	\$624,368
TOTAL				\$2,772,446

STRATEGY: Hold batterers accountable

Batterer's Treatment for Indigent Batterers (SN – 33A)	Provides batterer's treatment for indigent batterers.	<ul style="list-style-type: none"> • 117 batterers who successfully complete treatment reduce/stop abusive behaviors 	Asian Counseling and Referral Service Consejo Counseling and Referral Service Family Services Highline-West Seattle Mental Health	\$161,254
TOTAL				\$161,254

Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective, & NA = Not Applicable

Program area (funding objective*)	Program Area Description	Projected Outcomes	Contractors	Budget
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STRATEGY: Strengthen the system response to domestic violence and sexual assault

Domestic Violence and Sexual Assault Response System Improvement (SN – 34A)	Identifies and implements systems change efforts to enhance the coordinated community response to domestic violence and sexual assault.	<ul style="list-style-type: none"> 31 plans/trainings are developed to educate people about violence, abuse, and/or neglect 	Consejo Counseling and Referral Service Harborview King County Coalition Against Domestic Violence Refugee Women's Alliance Seattle Counseling Services Sound Mental Health	\$431,693
TOTAL				\$431,693

STRATEGY: Build community support to end domestic violence and sexual assault

Domestic and Sexual Violence Prevention (ESS – 35A)	Provides community organizing and training of youth and other community members on domestic, dating and sexual violence to foster positive healthy relationships.	<ul style="list-style-type: none"> 1,181 individuals are educated about violence, abuse, and/or neglect 	Asian Counseling and Referral Service Communities Against Rape & Abuse Consejo Counseling and Referral Service Northwest Network Refugee Women's Alliance YWCA-E Cherry Branch	\$314,536
TOTAL				\$314,536

Community Goal 4: Health Care to be as Physically and Mentally Fit as Possible

Total \$49,676,206

Program area (funding objective*)	Program area description	Projected Outcomes	Contractors	Budget
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STRATEGY: Meet the basic needs of seniors and people with disabilities

Transportation (ESS – 41A)	Provides transportation to nutrition sites and medical appointments.	<ul style="list-style-type: none"> 2,914 seniors have access to community services and activities 	Senior Services of Seattle/King County	\$486,181
Information and Assistance for Seniors (ESS –)	Provides information and access to health and long term care services for low income, frail, isolated elders, including non-English speaking elders from	<ul style="list-style-type: none"> 7,210 seniors have access to community services and activities 	Asian Counseling and Referral Service Chinese Information and Service Center Chinese Information Service Center	\$1,581,477

Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective, & NA = Not Applicable



Program area (funding objective*)	Program area description	Projected Outcomes	Contractors	Budget
41B)	the Asian Pacific Islanders and Latino communities, elder residents in Seattle public housing, and homeless elders downtown. Clients are able to access services which they otherwise are unable to access alone. Gatekeepers and other members of the community are trained to recognize signs that may indicate a vulnerable adult is at risk of abuse, neglect or exploitation, and how to report those concerns.		Neighborhood House Pike Market Senior Center Sea Mar Community Health Center Senior Services of Seattle/King County	
Housing Support (ESS – 41C)	Matches primarily low income homeowners 75 years of age or older and the severely disabled with tenants needing low cost housing. Homesharing helps individuals remain independent in their own homes, and have companionship and security while also providing safe, affordable housing choices for people of all ages.	<ul style="list-style-type: none"> • 27 seniors are able to maintain the highest possible quality of life 	Senior Services of Seattle/King County	\$77,231
Access Services for Adults w/ Disabilities (ESS – 41D)	Provides sign language interpreting for deaf and hard of hearing individuals, case management services for deaf/blind persons, and advocacy on behalf of people with disabilities, to maximize independent living.	<ul style="list-style-type: none"> • 4,000 contacts for information and referral • 48 individuals have access to community services and activities • 40 individuals with physical and/or developmental disabilities are able to live as independently as possible 	Crisis Clinic Deaf-Blind Service Center Hearing, Speech & Deafness Center	\$128,395
TOTAL				\$2,273,284

STRATEGY: Increase health and wellness of vulnerable populations

Health Promotion and Wellness (ESS – 42A)	Provides services in senior centers and community centers that incorporate strength, flexibility, and cardiovascular exercise components, health monitoring by a nurse, peer support, problem solving, and social activation. As a result, participants significantly reduce hospitalizations and increase physical activity, thus reducing health care costs and improving health outcomes.	<ul style="list-style-type: none"> • 1,809 individuals are able to maintain the highest possible quality of life • 150 youth/children and/or their families acquire/strengthen coping abilities • 160 individuals addicted to alcohol/drugs are able to break their dependency 	Highline Medical Center Senior Services of Seattle/King County	\$246,942
Chronic Conditions/Medication Management (ESS – 42B)	Uses an automated system to monitor and facilitate interventions for case management clients with chronic diseases such as diabetes, hypertension, etc. Interventions include nutrition counseling,	<ul style="list-style-type: none"> • 334 individuals receive medical care and/or treatment • 315 individuals are educated about chronic/acute illnesses and/or disabilities 	Community Health Center of KC Kin On Community Health Care Puget Sound Neighborhood Healthcare Seamar Community Health Center	\$348,233

Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective, & NA = Not Applicable

Program area (funding objective*)	Program area description	Projected Outcomes	Contractors	Budget
	physical activity/exercise, and medication management.		University of Washington	
Nutrition Programs (ESS – 42C)	Provides nutritious meals that are ethnically appropriate, and physical / social activities to frail, isolated elders from ethnic communities. This healthy nutrition improves health status.	<ul style="list-style-type: none"> 9,500 seniors meet their nutritional needs 	Asian Counseling & Referral Service El Centro De La Raza International District Preservation and Dev. Authority Pacific Asian Elderly Pacific Asian Empowerment Program Pike Market Senior Center Refugee Women's Alliance Sea Mar Community Health Center Seattle Chinatown International District Senior Services of Seattle/King County United Indians of All Tribes Foundation	\$2,943,221
Family Caregiver Programs (ESS – 42D)	Provides caregiver information and support that focuses on both the individual caregiver and the system that supports the caregiver. Programs includes in-home and out-of-home respite care services for family and other unpaid caregivers that provide the daily services required when caring for adults with functional disabilities.	<ul style="list-style-type: none"> 1,586 care givers are able to maintain the highest possible quality of life 	Alzheimer's Assoc of West & Central Washington Atlantic Street Center Caregiver Outreach and support Chinese Information and Service Center Crisis Clinic Encompass Northwest Evergreen Healthcare Kin On Community Health Care Senior Services of Seattle/King Southeast Youth and Family Services	\$1,186,911
Respite for Caregivers of Seniors and Adults w/ Disabilities (ESS – 42E)	Respite Care services focus on meeting the needs of caregivers by providing them time away from the responsibilities of ongoing care of a disabled adult. The care that is provided ranges from companionship and supervision to care by a registered nurse. Respite care is provided both in-home and in the community.	<ul style="list-style-type: none"> 300 caregivers are able to maintain the highest possible quality of life 	Amicable healthcare Inc Auburn Respite Services Catholic Community Services Chesterfield Services, Inc. Chinese Information & Service Center Crisis Clinic Elder and Adult Day Service ElderHealth Northwest Elite Home Care Evergreen Healthcare Jewish Family Service Kin On Community Health	\$666,970

Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective, & NA = Not Applicable



Program area (funding objective*)	Program area description	Projected Outcomes	Contractors	Budget
			Kokoro Kai Adult Day Respite Korean Women's Association Millennia Healthcare Inc. Polack Adult Day Providence Mt. St. Vincent Res-Care Washington Inc Sea Mar Community Health Center Senior Services of Seattle/King County Solid Ground Washington Vashon Island Community Volunteers of America	
TOTAL				\$5,392,277

STRATEGY: Increase senior social engagement

Senior Volunteer Program (ESS – 43A)	Matching programs connect people with City, non-profit, and social service agencies working on behalf of older people and adults with disabilities. Host sites register ongoing and one time volunteer opportunities with programs. Registered volunteers select an appropriate community service position.	<ul style="list-style-type: none"> 1,300 seniors connect to their community through volunteer programs and 4,700 seniors connect with their community through 18 community events 	Internal HSD Service Delivery Program	\$77,043
Senior Centers (ESS – 43C)	Offers access to services and resources on-site, including meals, transportation, health screening, and exercise & fitness. Senior centers are community resource centers that meet the physical and emotional needs of older adults.	<ul style="list-style-type: none"> 520 seniors are able to maintain the highest possible quality of life 	International District Drop-in Center Phinney Neighborhood Association Senior Services of Seattle/King County South Park Area Redevelopment Committee Wallingford Community Service Center	\$442,965
TOTAL				\$520,008

STRATEGY: Improve independence for frail, older adults

Outreach for Seniors (SN – 44A)	Connects isolated, frail elders in ethnic communities with services that enable them to live independently and avoid premature nursing home placement.	<ul style="list-style-type: none"> 635 seniors are able to maintain the highest possible quality of life 	Chinese Information and Service Center Senior Services of Seattle/King County	\$171,722
Home Care and In Home Services (SN)	Provides medical and personal care services to individuals in their own homes. Medical services	<ul style="list-style-type: none"> 3,842 seniors are able to maintain the highest possible quality of life 	Addus HealthCare Inc Amicable Healthcare, Inc.	\$17,025,200

Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective, & NA = Not Applicable

Program area (funding objective*)	Program area description	Projected Outcomes	Contractors	Budget
- 44B)	included nursing, physical, occupational or speech therapy, and/or home health aide services. The individuals receiving services are under the care of a physician. Personal care includes feeding, toileting and bathing services. investment amount includes reimbursement for home care workers' health plan premiums. Home care providers directly bill the state for home care hours.		Catholic Community Services Chesterfield Services, Inc Corinthians Home Care Service ElderHealth Northwest Elite Home Care Kin On Community Health Care Korean Women's Assoc. Millennia Health Care Inc. On Your Own, Inc. Professional Choice Home Health Res-Care Washington, Inc. Seamar Community Health Solid Ground Washington SoundCare HomeCare Services	
Case Management for Seniors, Adults w/ Disabilities (SN - 44C)	Provides in-depth assistance to frail, multiple needs persons who have significant health and social needs. The case managers conduct in-home assessments and consult with the client in order to develop and implement a service plan that addresses the individual's needs.	<ul style="list-style-type: none"> • 11,500 seniors and adults with disabilities maintain the highest possible quality of life. • 140 seniors at-risk of becoming homeless retain stable housing and 16 seniors transitioning out of homelessness secure permanent housing • 2,507 seniors receive assistance to select Medicare Part D prescription drug plans • 72 service hours are provided to individuals with mental illness to help them function at the highest level possible • 300 individuals are able to maintain the highest possible quality of life 	Asian Counseling & Referral Services Catholic Community Services Chinese Information & Service Center Evergreen Healthcare Harborview Medical Center Housing Access Services King County University of Washington	\$5,258,689
Client Specific Fund for Seniors and Adults w/ Disabilities (SN - 44D)	Makes available individually tailored services to meet each client's specific needs so that they are able to stay in their own home. Such services are authorized by case managers and provided through ADS service providers as well as outside vendors.	<ul style="list-style-type: none"> • 111 seniors are able to maintain the highest possible quality of life 	Senior Services of Seattle/King	\$289,631
Legal Services (SN - 44E)	Provides group legal representation, including class action lawsuits, advocacy training and information to service providers, volunteer advocates, and individual client legal services. Older people secure rights, benefits and entitlements under federal, state and local laws. Program also seeks to effect	<ul style="list-style-type: none"> • 1,768 hours of legal assistance is available to seniors 	Columbia Legal Services	\$201,868

Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective, & NA = Not Applicable



Program area (funding objective*)	Program area description	Projected Outcomes	Contractors	Budget
	favorable changes in laws and regulations that affect older people. Additionally, Legal Services strives to maintain public and private resources that benefit low-income elderly people.			
Mental Health (SN – 44F)	Offers mental health consultation support via case management staff to clients who may be resistant to receiving services.	<ul style="list-style-type: none"> 248 hours of mental health consultation help seniors maintain the highest possible quality of life 	Evergreen Healthcare	\$23,986
Home Care / Individual Provider Training and Continuing Ed (SN – 44G)	Provides training covering basic caregiving concepts, the Fundamentals of Caregiving curriculum and yearly continuing education to paid caregivers and providers. Training program assures the safety and well being of clients receiving care and the safety of the care provider.	<ul style="list-style-type: none"> 6,000 staff/caregivers are trained and help seniors maintain the highest possible quality of life 	Asian Counseling & Referral Services Chinese Information & Service Center Evergreen Healthcare Professional Registry of Nursing	\$1,532,907
Adult Day Care/Day Health (ESS – 44H)	Provides services to older adults and adults with disabilities to prevent or delay the need for institutional care. Participants attend centers during the day on a regular basis and receive care to meet their physical, mental, and emotional needs.	<ul style="list-style-type: none"> 86 seniors are able to maintain the highest possible quality of life 	Senior Services of Seattle/King Sunshine Garden	\$291,139
Elder Abuse Prevention (SN – 44I)	Utilizes trained volunteers to assist in investigation and resolution of complaints made on behalf of residents. The residential Long Term Care Ombudsman Program improves the quality of life for residents of nursing homes, congregate care facilities and adult family homes. Changes in federal, state and local legislations are also recommended by the program.	<ul style="list-style-type: none"> 1,500 elders are able to maintain the highest possible quality of life 	Solid Ground Washington	\$71,565
TOTAL				\$24,866,707

STRATEGY: Aging services coordination

Aging Service Coordination – Area Agency on Aging (ESS – 45A)	Develops and implements Area Plan on Aging as required by the federal Older Americans Act and State Unit on Aging (DSHS). This program area cuts across all four of the previous strategies.	<ul style="list-style-type: none"> 7 Area Plan on Aging objectives completed 	Planning effort across the previous four SIP areas 44F, 44G, 44H, and 44I	\$1,796,495
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Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective, & NA = Not Applicable

Program area (funding objective*)	Program area description	Projected Outcomes	Contractors	Budget
			TOTAL	\$1,796,495

STRATEGY: Improve the health of vulnerable and low income residents of Seattle

Access to Drug and Alcohol Treatment (SN – 46A)	Supports the cost of methadone treatment for opiate dependent people including those arrested for crimes. Provides transportation for chronic public inebriants, and intoxicated and incapacitated people to service without the need of police involvement. Provides triage and linkage to services for people in crisis. Links high-risk youth to treatment and other services and helps them to achieve goals.	<ul style="list-style-type: none"> • Opiate dependent clients receive 1,158 months of Methadone treatment • 70% of opiate dependent clients are retained in treatment 12 months or longer • 40 persons participate in Next-Day appt. • 72 patients are admitted to detox • 40 persons receive case management services • 1000 in-person responses provided in situations where police or fire department personnel are standing by • 250 youth demonstrate fulfillment of one or more of their goals in their improvement plans • 180 youth are admitted into chemical dependency treatment 	King County Department of Community and Human Services Public Health-Seattle & King County	\$1,385,939
Asthma – Environmental Health (ESS – 46B)	Supports community strategies to improve indoor air quality and eliminate pollutants that can contribute to or exacerbate asthma and other health problems.	<ul style="list-style-type: none"> • 2 low-income housing complexes are assessed and receive support to make improvements • 1 low-income housing complexes are assessed and receive support that resolves indoor air quality improvements • 7 MHE community forums or special outreach events are provided within the Health Planning Areas of the City that have a significant higher rate of asthma hospitalization for children and adults compared with the County average • 35 residents that receive a HEAL assessment and create a Home Action Plan make at least one behavior change that improves their indoor air quality 	American Lung Association of the Northwest Public Health-Seattle & King County	\$126,190
Best Beginnings (ESS – 46C)	Provides public health nurse visits to high-risk first-time pregnant and parenting teen moms. This proven strategy improves birth and long-term life outcomes for children/parents.	<ul style="list-style-type: none"> • 68 newborns of adolescent mother's have positive birth outcomes (birth weight, decreased prematurity [37+ weeks]) • 118 adolescent mother's progress in school (attendance, continue and make progress, advance grade level, GED, graduate) and/or progress in employment or training • 143 adolescent mother's delay a second pregnancy at 	Public Health-Seattle & King County	\$526,650

Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective, & NA = Not Applicable



Program area (funding objective*)	Program area description	Projected Outcomes	Contractors	Budget
		least until their first baby is two years old		
Health Care Access and Outreach (ESS – 46D)	Provides access to services and public benefits. Addresses disparities in birth outcomes by providing outreach and referral services to high-risk African American, Latina, and Native American pregnant women. Connects low-income families and individuals to health care, childcare, utility assistance, food resources, tax support and other public benefits/programs.	<ul style="list-style-type: none"> • 600 low income individuals and family members obtain health insurance coverage • 350 low income individuals and family members receive other public benefits • 4,200 low income individuals and family members receive health education • 270 women of childbearing age and their families are linked to health care or other resources 	Public Health-Seattle & King County	\$254,430
Health Care for the Homeless (SN – 46E)	Employs multiple strategies to address the health care needs of the homeless. Services increase access to care and include enhanced TB services, technical assistance and training of providers, on-site health services, medical respite, case management, dental care, and an array of services to address complex medical, mental health and substance abuse needs of homeless clients.	<ul style="list-style-type: none"> • 5,000 homeless people have improved access to health care • 26 city-funded shelters and homeless service sites meet the City's new standards for communicable disease prevention • 85% (106) of staff trained in communicable disease presentation and control complete an evaluation form will report increased knowledge and commit to behavior change as a result of the training • 45% (675) of unduplicated clients will set at least one self-management goal • 36 unduplicated REACH clients move from homelessness into housing • 65% (104) of unduplicated homeless clients with chronic substance abuse problems improve or maintain housing (REACH) • 60% (240) of engaged clients will be linked to and participate in at least one of the following: mental health care, substance abuse services; dental care; nutrition education; and/or tobacco cessation program • 40% (160) of clients receiving Mobile Community Health Team services will be linked to primary care services • 80% (26) OF City-funded homeless agencies meet the City's new standards for compliance with TB Guidelines • At least 4 non-City funded homeless agencies in the high-risk group meet one or more of the recommended TB guidelines to help prevent and control TB in their agency • 60% (9) TB patients move to transitional or permanent 	Public Health-Seattle & King County	\$1,350,686

Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective, & NA = Not Applicable

Program area (funding objective*)	Program area description	Projected Outcomes	Contractors	Budget
		<ul style="list-style-type: none"> housing upon completion of their TB treatment • 50% (8) TB patients remain in stable housing at least six months after treatment 		
HIV / AIDS (SN – 46F)	Provides enhanced HIV prevention and case management services for people with HIV/AIDS or at high risk of acquiring HIV. Includes case management to ensure access to ongoing medical care, adherence to complex medical treatments and other services. In addition, prevents the spread of HIV among high risk populations including men who have sex with men and injection drug users.	<ul style="list-style-type: none"> • 3815 people are linked to needed primary care, prescription drug programs, mental health therapy, substance abuse treatment, dental care, case management, insurance benefits, and housing assistance • 100 women infected with HIV/AIDS are linked to needed primary care, prescription drug programs, mental health therapy, substance abuse treatment, dental care, case management, insurance benefits, and housing assistance • 3 positive birth outcomes with no HIV transmission from mother to child • 1.8 – 2 million used syringes are safely disposed and exchanged for clean syringes • A low prevalence of HIV infection is maintained in Seattle at 2-5% among residents who inject drugs • 258 IV drug users receive Methadone treatment 	Public Health-Seattle & King County	\$918,109
Oral Health (ESS – 46H)	Supports effective prevention strategies to promote the oral health of high-risk children, particularly immigrants, refugees, children of color, and low income clients.	<ul style="list-style-type: none"> • 1450 second and third grade students receive dental health screening • 850 students at-risk for tooth decay at 30 Seattle public schools have dental sealants applied • 85% (637) of sealants are retained one year after application, continuing to prevent decay. 84 (28% of the 300) students are referred for needed dental treatment 	Public Health-Seattle & King County	\$122,067
Primary Care: Medical and Dental (SN – 46i)	Supports medical, dental, and specialty care services for the uninsured, underinsured and low-income. Helps eligible people to access Medicaid/publicly sponsored health insurance.	<ul style="list-style-type: none"> • 41,610 primary care medical visits to <u>uninsured</u> Seattle residents • Fix of six subcontractors report achieving their aim in key clinical outcomes for patients with chronic conditions in target populations • 25,356 dental visits to <u>uninsured</u> Seattle residents • Four of Five subcontractors report achieving their aim in key clinical outcomes for patients in target population • Summary report on safety net efforts to improve the 	Public Health-Seattle & King County	\$6,172,284

Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective, & NA = Not Applicable

Program area (funding objective*)	Program area description	Projected Outcomes	Contractors	Budget
		<p>health outcomes of low-income populations</p> <ul style="list-style-type: none"> • Standardized definition and method to track and report the number of underinsured individuals • Receiving care developed • 150 specialty care providers participate in Project Access enhancing specialty care for uninsured patients • 825 Seattle patients access medical specialty care service through Project Access • 110 Seattle individuals enrolled in health coverage • 662 Seattle families enrolled in health coverage • 1,566 Seattle enrollments in health coverage • 3,465 medical visits to homeless individuals • 5,800 dental visits to homeless individuals 		
School Age Health (ESS – 46J)	Provides school-based health services for students at middle and high schools in Seattle. Includes medical and mental health services, and health-related support focused on supporting students' academic success. Services are provided by health centers and school nurses.	<ul style="list-style-type: none"> • 4500 students have their primary health care need met at school • 5000 students are fully immunized in compliance with state requirements. • 1800 students manage their chronic conditions (e.g., asthma, diabetes, depression) • 600 high risk students receive interventions at school to improve academic achievement • 600 students at potential academic risk who are screened (SDQ) and provided with appropriate interventions by school nurses • 150 students pass the WASL in 2007/08 	Public Health-Seattle & King County	\$3,904,172
Community Nursing Services (ESS – 46K)	Provides home and community nursing services for high risk populations including elderly and homeless people.	<ul style="list-style-type: none"> • Home nursing visits for medically-fragile adults living in downtown low-income housing units integrated in the Health Care for the Homeless commitments 	Public Health-Seattle & King County	\$66,908
TOTAL				\$14,827,435

Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective, & NA = Not Applicable

Community Goal 5: Education and Job Skills to Lead an Independent Life

Total \$315,845

Program area (funding objective*)	Program area description	Projected Outcomes	Contractors	Budget
STRATEGY: Strengthen the economic self-sufficiency of adults				
Senior Employment (ESS – 52A)	Provides job placement assistance to job seekers over age 55. Part time community service employment opportunities are available for low-income King County residents age 55 or older.	<ul style="list-style-type: none"> 475 seniors gain employment 	Asian American Chemical Dependency Chief Seattle Club City of Seattle - Department of Neighborhoods International Drop-in Center Kin On Community Health Care Pike Market Senior Center Powerful Schools Time Saving Solutions YWCA of Seattle King County-Snohomish County	\$169,611
Homeless Employment (ESS – 52B)	Provides training and educational assistance to homeless persons seeking employment and matches homeless individuals seeking employment to appropriate jobs.	<ul style="list-style-type: none"> 112 homeless individuals increase economic self-sufficiency 	Casa Latina	\$146,234
TOTAL				315,845

Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective, & NA = Not Applicable



Community Goal 6: Equal access to high-quality, culturally competent services

Total \$3,538,351

Program area (funding objective*)	Program area description	Projected Outcomes	Contractors	Budget
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STRATEGY: Increase community based agency capacity

Community Facilities (NA – 61A)	Provides technical assistance and capital funding through the CDBG Community Facilities Loan Program to community-based nonprofit organizations that help implement the City's priority human service goals.	<ul style="list-style-type: none"> 6 agencies will have improved ability to deliver high quality services 	Family Services Filipino Community of Seattle North Helpline	\$1,205,391
Architectural Assistance Services for Non-Profits (NA – 61B)	Funds architectural assistance to develop or rehabilitate human services agency facilities through an architectural firm.	<ul style="list-style-type: none"> 10 agencies have improved ability to deliver high quality services 	Environmental Works	\$128,795
Administrative Operations (NA – 61E)	Supports training, technical assistance, and other innovative strategies to help small or emerging agencies to strengthen their operations, e.g. broad development, financing and fund-raising, and staffing.	<ul style="list-style-type: none"> 15 agencies and 60 individuals will improve their capacity to delivery high quality services 	Nonprofit Assistance Center Hate Free Zone Washington Central Area Motivation Program	\$270,830
TOTAL				\$1,605,016

STRATEGY: Adopt and implement progressive human service policies

Policy Advocacy (NA – 62A)	Assures that elected officials in other jurisdictions adopt policies and budgets that help poor and vulnerable residents of Seattle get the services they need, e.g. state-funded Medicaid, GAU, services for the homeless, and Workfirst. Advocacy and public education on public policy issues occurs at the regional, state and federal levels.	<p>Public policy and funds that benefit low income or vulnerable people are sustained or improved through actions such as</p> <ul style="list-style-type: none"> Successful education campaigns, legislative and administrative advocacy to maintain and improve public benefits for low-income families and individuals. Continued work to strengthen a diverse Statewide coalition to act on poverty issues. Implement plan to increase public support for stable regional health and human services funding Training for tenants to advocate for affordable housing. Training for human service agency directors, staff, and volunteers to ensure the provision of culturally 	Neighborhood House, Inc. Minority Executive Directors Coalition of King County Solid Ground Washington Washington Low-Income Housing Alliance Hate Free Zone Washington Children's Alliance	\$322,150
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Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective, & NA = Not Applicable

Program area (funding objective*)	Program area description	Projected Outcomes	Contractors	Budget
		competent services.		
TOTAL				\$322,150

STRATEGY: Improve access to services

Access to Services (NA – 63A)	Provides cultural competency training to organizations, and client advocacy to help poor and vulnerable residents get access to human services.	<ul style="list-style-type: none"> • 900 people living with chronic illness are able to maintain optimum health • 1,094 individuals benefit from the strengthened capacity of King County human service organizations • 130 people access community services 	Welfare Rights Organizing Coalition Verberna Solid Ground Washington	\$99,257
People Point (Help for Working Families) (ESS – 63B)	Provides comprehensive access to and enrollment in multiple public benefits, including low-cost health insurance, child care subsidies, basic food programs, utility rate assistance and the Earned Income Tax Credit.	<ul style="list-style-type: none"> • 5,650 people will enroll in public benefits 	Direct HSD Service Delivery Program	\$149,280
Citizenship Services (ESS – 63C)	Provides support for naturalization services to individuals, trains staff to assist clients with naturalization applications and the process to gain citizenship and information to the general public about becoming citizens. Programs increase access and support for primarily low-income, elderly immigrants and refugees seeking citizenship. Gaining citizenship contributes toward the security and unity of families and increases access to employment, education, mobility, civic participation, and services.	<ul style="list-style-type: none"> • 350 people obtain citizenship • 48 people obtain legal assistance • 55 staff increase capacity to assist people in obtaining citizenship 	Archdiocesan Housing Authority Asian Counseling & Referral Svc Center for Career Alternatives Center for Multicultural Health Chinese Information and Service Center City of Seattle - Public Library El Centro De La Raza Filipino Community of Seattle Horn of Africa Services Indochina Chinese Refugee Association International District Housing Alliance International Rescue Committee Jewish Family Service Literacy Source My Service Mind of NW Neighborhood House, Inc. Northwest Immigrant Right Project Refugee Women's Alliance Seamar Community Health Ctr. St. James Cathedral	\$1,148,447

Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective, & NA = Not Applicable



Program area (funding objective*)	Program area description	Projected Outcomes	Contractors	Budget
			Ukrainian Community Ctr. Of WA	
Human Services Information and Referral (NA - 63D)	Provides information and referral services to Seattle residents to help them gain access to human services.	<ul style="list-style-type: none">• 1,000 people are connected to their communities• 252 youth/children and/or their families acquire/strengthen coping abilities• 270 individuals experiencing emotional distress/crisis are able to regain and/or maintain stability	Crisis Clinic Seattle LGBT Community Center	\$214,201
TOTAL				\$1,611,185

Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective, & NA = Not Applicable

Program area (funding objective*)	Program area description	Projected Outcomes	Contractors	Budget
		competent services.		
TOTAL				\$322,150

STRATEGY: Improve access to services

Access to Services (NA – 63A)	Provides cultural competency training to organizations, and client advocacy to help poor and vulnerable residents get access to human services.	<ul style="list-style-type: none"> • 900 people living with chronic illness are able to maintain optimum health • 1,094 individuals benefit from the strengthened capacity of King County human service organizations • 130 people access community services 	Welfare Rights Organizing Coalition Verberna Solid Ground Washington	\$99,257
People Point (Help for Working Families) (ESS – 63B)	Provides comprehensive access to and enrollment in multiple public benefits, including low-cost health insurance, child care subsidies, basic food programs, utility rate assistance and the Earned Income Tax Credit.	<ul style="list-style-type: none"> • 5,650 people will enroll in public benefits 	Direct HSD Service Delivery Program	\$149,280
Citizenship Services (ESS – 63C)	Provides support for naturalization services to individuals, trains staff to assist clients with naturalization applications and the process to gain citizenship and information to the general public about becoming citizens. Programs increase access and support for primarily low-income, elderly immigrants and refugees seeking citizenship. Gaining citizenship contributes toward the security and unity of families and increases access to employment, education, mobility, civic participation, and services.	<ul style="list-style-type: none"> • 350 people obtain citizenship • 48 people obtain legal assistance • 55 staff increase capacity to assist people in obtaining citizenship 	Archdiocesan Housing Authority Asian Counseling & Referral Svc Center for Career Alternatives Center for Multicultural Health Chinese Information and Service Center City of Seattle - Public Library El Centro De La Raza Filipino Community of Seattle Horn of Africa Services Indochina Chinese Refugee Association International District Housing Alliance International Rescue Committee Jewish Family Service Literacy Source My Service Mind of NW Neighborhood House, Inc. Northwest Immigrant Right Project Refugee Women's Alliance Seamar Community Health Ctr. St. James Cathedral	\$1,148,447

Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective, & NA = Not Applicable



Program area (funding objective*)	Program area description	Projected Outcomes	Contractors	Budget
			Ukrainian Community Ctr. Of WA	
Human Services Information and Referral (NA - 63D)	Provides information and referral services to Seattle residents to help them gain access to human services.	<ul style="list-style-type: none">• 1,000 people are connected to their communities• 252 youth/children and/or their families acquire/strengthen coping abilities• 270 individuals experiencing emotional distress/crisis are able to regain and/or maintain stability	Crisis Clinic Seattle LGBT Community Center	\$214,201
TOTAL				\$1,611,185

Funding objectives: SN = Safety Net, ESS = Economic and Social Success, cross = cross objective, & NA = Not Applicable

FISCAL NOTE FOR NON-CAPITAL PROJECTS

Department:	Contact Person/Phone:	DOF Analyst/Phone:
Legislative	Betsy Graef/206.684.5341 Kieu-Anh King/206.684.4678	None

Legislation Title:

A RESOLUTION adopting the Seattle Human Services Department Strategic Investment Plan Update 2008-2010 for the City of Seattle.

• **Summary of the Legislation:**

This resolution formally adopts (with Mayoral concurrence) the Human Services Department Strategic Investment Plan Update for 2008 to 2010.

- **Background:** *(Include brief description of the purpose and context of legislation and include record of previous legislation and funding history, if applicable):*

The SIP provides high-level policy direction for the City of Seattle's investments in health and human services, helps identify the most effective strategies and programs, and encourages collaboration with funders, community-based service providers, and other partners. The first version of the SIP was adopted by Resolution 30654 in 2004. This is the first full update to the SIP since this date.

- *Please check one of the following:*

XX This legislation does not have any financial implications. *(Stop here and delete the remainder of this document prior to saving and printing.)*

This legislation has financial implications. *(Please complete all relevant sections that follow.)*

Note: This legislation does not contain an appropriation. The legislation does, however, signal the City's intent to provide significant, continuing appropriations to meet the human services needs of Seattle's residents. This commitment to future funding, though not legally binding, represents the City's ethos of caring for its most vulnerable populations and moving these persons towards economic self-sufficiency and away from the human services continuum of programs.



STATE OF WASHINGTON – KING COUNTY

--SS.

224672
CITY OF SEATTLE, CLERKS OFFICE

No.

Affidavit of Publication

The undersigned, on oath states that he is an authorized representative of The Daily Journal of Commerce, a daily newspaper, which newspaper is a legal newspaper of general circulation and it is now and has been for more than six months prior to the date of publication hereinafter referred to, published in the English language continuously as a daily newspaper in Seattle, King County, Washington, and it is now and during all of said time was printed in an office maintained at the aforesaid place of publication of this newspaper. The Daily Journal of Commerce was on the 12th day of June, 1941, approved as a legal newspaper by the Superior Court of King County.

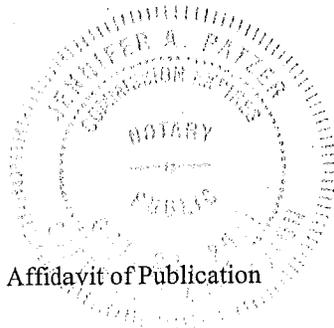
The notice in the exact form annexed, was published in regular issues of The Daily Journal of Commerce, which was regularly distributed to its subscribers during the below stated period. The annexed notice, a

CT:31056,60-61 TITLE ONLY

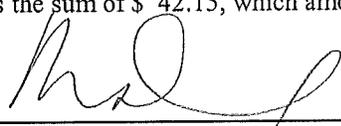
was published on

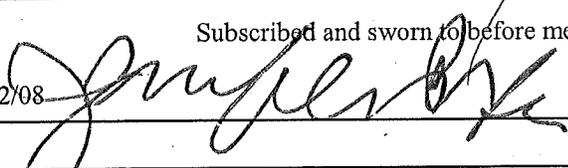
05/22/08

The amount of the fee charged for the foregoing publication is the sum of \$ 42.15, which amount has been paid in full.



Affidavit of Publication



Subscribed and sworn to before me on
05/22/08 

Notary public for the State of Washington,
residing in Seattle

State of Washington, King County

City of Seattle

TITLE-ONLY PUBLICATION

The full text of the following resolutions, passed by the City Council on May 12, 2008, and published here by title only, will be mailed, at no cost, on request for two months after this publication. For further information, contact the Seattle City Clerk at 684-8344.

RESOLUTION NO. 31061

A RESOLUTION establishing the Campaign Public Financing Advisory Committee and superseding Resolution 31062.

RESOLUTION NO. 31060

A RESOLUTION adopting the Seattle Human Services Department Strategic Investment Plan Update 2008-2010 for the City of Seattle.

RESOLUTION NO. 31056

A RESOLUTION approving the proposed budget of the Skagit Environmental Endowment Commission for fiscal year 2008.

Publication ordered by JUDITH PIPPIN,
City Clerk

Date of publication in the Seattle Daily
Journal of Commerce, May 22, 2008.

5/22(224672)