



# SEATTLE HUMAN SERVICES COALITION

"An Assertive and Unified Voice helping People Shape Public Policy to Meet Basic Human Needs in Seattle and King County, Washington."

September 27, 2018

To: Seattle City Councilmembers

From: SHSC Members

Re: Analysis of Mayor's proposed 2019-20 budget in comparison to SHSC's Budget Recommendation Portfolio for a Just and Thriving Community

## **1st Priority: Maintain current community-based health & human services**

**The Mayor's proposed 2019-20 budget does not maintain the level of services currently provided. There are three major points City Council members must address in order to achieve this basic priority.**

- While the mayor does propose continued funding for much of the \$15m homelessness services begun in 2018, her 2019-20 budget will actually cut **217 overnight shelter beds plus space for over 50 people temporarily accommodated in "little houses"** in the first 6 months of 2019. This capacity must be restored.
- The mayor also **only includes half of the funding for inflation adjustments** needed to provide the same level of services with costs increasing and only on **some** city contracts. **\$18million more** is needed just to account for 3.5% inflation and preserve current services.
- The Mayor's proposal also cuts funding for **grass roots advocacy to bring state resources to Seattle residents**, which is more critical than ever. Just \$88,000 in 2019 and \$91,000 in 2020 will restore this work.

The bottom line is that this budget, as proposed by the mayor, doesn't even allow us to tread water.

## **2nd Priority: New investment necessary to move toward the realization of a Just and Thriving Community, including the dismantling and elimination of institutional racism**

**The mayor's proposed 2019-20 budget makes NONE of the additional investments needed to see the changes Seattle residents and businesses want in our communities, as urged by SHSC members in this recommendation portfolio.**

**In order to see the results in our communities that Seattle residents, businesses, and people without homes all want to see, we must be willing to break out of business as usual and invest in solutions at the scale of our communities' challenges.**

- Community health and human services help people reach their full potential. These investments are the walk of the talk of social justice.
- You have demonstrated ongoing leadership and vision by sustaining and even strengthening these critical investments in years past. This is not the time to back away from that commitment.

It is in your power to take meaningful steps to make sure everyone can reach their full potential: **We urge City Council to restore losses to current service levels and invest in solutions at the scale of the challenges our communities are facing.**

**Together we can build a just and thriving community if we make it our priority, including a budget priority.**

Thank you!

#### **Member Coalitions**

- \* Advocacy, Organizing & Capacity Building \* Community Health Council of Seattle King County \*
- \* Disability Services Committee \* Coalition Ending Gender-Based Violence \* King Co Early Learning Coalition \* Meals Partnership Coalition \* Non-Profit Anti-Racism Coalition
- \* Seattle Food Committee \*Seattle King County Coalition on Homelessness \*
- \* Seattle Helpline Coalition \* Services for Seniors \*Youth Development Executives of King Co \*

**206.325.7105 | [shsc@shscoalition.org](mailto:shsc@shscoalition.org) | [www.shscoalition.org](http://www.shscoalition.org)**



Seattle Human Services Coalition

# 2019-20 City of Seattle Budget Recommendation Portfolio for a Just and Thriving Community

## INDEX

1. Executive Summary..... p. 1
2. Fourteen Actions for a Just and Thriving Community..... p. 3
3. Summary of Investments Needed for Actions..... p. 32
4. Background on Vision for a Just and Thriving Community..... p. 33

*Together We're Better!*

Seattle Human Services Coalition: 1987-2018



## 2019-20 City of Seattle Budget Recommendation Portfolio

### Vision for a Just and Thriving Community

The Seattle Human Services Coalition is a multi-cultural, multi-racial community of human service providers and concerned individuals who help Seattle residents reach their full potential by providing support like food, shelter, health care, and services for people with disabilities, elders, and youth, as well as survivors of domestic violence and sexual assault.

We know that Seattle’s Mayor and Councilmembers share with us the desire to live in a city that is both just and thriving.

A critical element of moving toward that shared goal is to take action to build well-being in communities throughout Seattle. This portfolio is comprised of recommendations directly from providers on actions and investments that will move us all closer to that shared goal. We have included a brief on the Vision of a Just and Thriving Community at the end of this portfolio.

We recommend the City allocate all new dollars in such a way that they reduce racial disproportionality in outcomes.

An essential part of these recommendations continues to be to **dismantle and eliminate structural racism**, defined as the systemic inclusion of racist practices and policies, which withhold power from and/or bar access to resources or advancement due to race. **Dismantling structural racism will take patience, awareness, and perseverance.** The modification of existing policies and practices to prioritize the right to self-determination is critical. In order to reach our shared vision there must be services and programs that are credible and effective *for everyone*.

#### 1st Priority: Maintain current community-based health & human services

Community health and human services help people reach their full potential. These investments are the walk of the talk of social justice. The Mayor and City Council have demonstrated ongoing leadership and vision by sustaining and even strengthening these critical investments. However, dramatic increases in income inequality in our city have increased the importance of actions to build well-being and move us beyond dependency allowing more Seattle residents to thrive.

**Any cuts to current levels of community health and human services would undermine progress toward our shared goals, as we support our communities in this uncertain environment.**

It is important to note that with the costs to provide services in Seattle rising significantly, it is necessary to include a minimum of a 3.5% inflation adjustment in each year of the upcoming biennium in order to maintain current levels of service.

**2nd Priority: New investment to move us toward the realization of a Just and Thriving Community, including dismantling and eliminating structural racism.**

**Together we can build a just and thriving community if we make it our priority, including a budget priority.** The resources currently exist: the question is, **“What are your priorities?”** Acting together and putting people first, we do have the power to reach our shared vision of a Just and Thriving Community. **The recommendations contained in this portfolio are key next steps to reach this vision.**

**|| We want to be part of a community where income does not limit outcomes.**

Dramatic increases in income inequality in Seattle underscore the need to prioritize well-being so that all Seattle residents have the opportunity to thrive. Make sure everyone has the opportunity to reach their full potential: Invest in solutions at the scale of the challenges our communities are facing.

In making recommendations to move toward a **Just and Thriving Community**, we view human services through the perspective of those we serve, taking into account the complex interdependence of people and the inter-relatedness of service areas. This portfolio contains recommendations that support the creation of a network of sustainable community health and human services, accessible to all, as well as recommendations that will work to eliminate the need for emergency, crisis services.

Recommendations are listed in alphabetical order with areas of impact for each recommendation indicated in a grid at the bottom. Areas of impact overlap, so they can’t be listed by “silos” or “service areas.” At the same time, we also acknowledge that each of these recommendations will have a focused impact in one or more specific areas of interest.

**Aff/Liv**= affordability/livability    **ComHlth**= comm health    **Elders**= elders/healthy aging  
**Food**= food/meals/hunger    **GbVlnc**= gender-based violence    **Homeless**= homelessness  
**LGBTQ**= lesbian/gay/bi/trans/queer    **MH/SU**= mental health/substance use  
**Racial Eq**= racial equity    **Child & Youth**= child and youth wellbeing  
**Im/Ref**= Immigrant/Refugee

Aff/Liv	Com Hlth	Elders	Food	Gb Vlnc	Home-less	LGBTQ	MH/SU	Racial Eq	Child & Youth	Im/Ref

Each recommendation is just two pages, or less. A more detailed description of any recommendation can be obtained, if more info would be helpful. You will note the names of the SHSC members who are putting each recommendation forward, with information needed to contact them directly. **The members of SHSC urge you to move toward a just and thriving community by implementing these actions.**

# Fourteen Actions for a Just and Thriving Community

*Together we can build a just and thriving community if we make it our priority.*

- **Boost Social and Emotional Support for LGBTQ Youth** ..... p. 4
- **Build Connection and Access to Social Capital for Immigrant Youth**..... p. 6
- **Build Resilience and Access to Social Capital Among Black Youth**..... p. 8
- **Capacity Building Fund For Communities of Color**..... p. 10
- **Coordinate Human Service Provider Participation for Systemic Change: Racial Equity Organizing Project in Delivery of Human Services**..... p. 12
- **Coordinate Human Service Provider Participation for Systemic Change: Value of Human Services Work and Equitable Compensation**..... p. 14
- **County-Wide Domestic Violence Hotline** ..... p. 16
- **Create Housing, Sustain Survival Services, and Support Health and Safety for Seattle Residents Without Homes**..... p. 18
- **Equity in Rate for Indirect Services within City of Seattle Contracts** ..... p. 20
- **Expand Low-Barrier Apprenticeship Programs for Homeless Youth**..... p. 22
- **Grassroots Neighborhood Nonprofits Stop Homelessness Before it Happens** ..... p. 24
- **Increase Capacity for Food Delivery to Local Food Banks** ..... p. 26
- **Legal Representation/Attorneys for Non-Intimate Partner Sexual Violence Survivors** ..... p. 28
- **Youth Development Services for Seattle Youth** ..... p. 30
- **Summary of Investments Needed for Actions** ..... p. 32

## Boost Social and Emotional Support for LGBTQ Youth

*Recommenders: Big Brothers Big Sisters of Puget Sound, YouthCare, Youth Development Executives of King County*

In a just and thriving Seattle, all children will have the resources to grow up healthy and happy, with the opportunities they need to fulfill their potential. Unfortunately, social stigma, discrimination, and family rejection negatively affects the physical, social, and mental wellness of many LGBTQ youth.

As Seattle works together to open up attitudes toward gender and sexuality, we cannot leave LGBTQ youth to navigate these waters alone. The care and support of a consistent, trained mentor will help them see their own value and give them the confidence to participate fully in our community.

### Description of need

According to the CDC, lesbian, gay, bisexual youth are at heightened risk for bullying and other types of violence. In fact, 34% of surveyed youth reported being bullied at school or online. While violence and bullying are serious health dangers on their own, “a combination of complex factors can place young people at high risk for suicide, depression, addiction, poor academic performance, and other severe consequences.”

- 40% of lesbian, gay, and bisexual high school students have considered suicide.
- 29% attempted suicide during the previous 12 months.
- 60% said they felt so sad or hopeless that they stopped doing some of their usual activities.
- Lesbian, gay, bisexual students are 5 times more likely to report using illegal drugs.
- 10% of LGB students missed school during the past 30 days due to safety concerns.

Of particular note in Seattle, a national survey of homeless agencies report that 40% of the youth they serve identify as lesbian, gay, bisexual, transgender.

### Recommended action

LGBTQ kids need mentors. In King County, only 69% of lesbian, gay, bisexual adolescents report that they have an adult to talk to. When they want advice, when they need a role model, when they could use a cheerleader or advocate...almost a third of LGBTQ kids in our community don't have one.

Mentors are the solution. We recommend an increase in mentoring relationships that match these kids in 1-to-1 relationships with caring, trained adults. This will require strong collaboration between agencies that specialize in mentoring and those that work closely with the LGBTQ community. Mentors must receive training in trauma and LGBTQ sensitivity, as well as ongoing coaching from professional staff who can offer support relevant to the needs of the youth.

### Value/evidence

Using data from the National Longitudinal Study of Adolescent Health, researchers found that the support of a mentor is a type of a protective factor that helps lesbian, gay, bisexual youth complete high school and insulates them violence, bullying, social strife, substance abuse, poverty, and poor health outcomes.

Studies specific to 1-to-1 mentoring have found that it reduces depressive symptoms among youth across the board. For LGBTQ youth who are already vulnerable to suicide and depression, this intervention is especially valuable.

**How this will reduce racial disparities** According to Williams Institute research, “Suicide ideation, planning, and attempt among sexual minority youth varied by race/ethnicity: compared with white sexual minority youth, Latino and American Native/Pacific Islander sexual minorities had higher prevalence of suicide attempts.”

In other words, intersectionality with non-majority racial/ethnic identities can worsen the challenges that LGBTQ youth already face. In such a case, mentors with intersectional identities can be especially effective, as they are credible role models through the unique struggles these kids face. By providing social and emotional support geared to the specialized needs of LGBTQ youth of color, we can reduce suicide ideation and attempts.

**We recommend an investment of \$100,000 in this action for 2019 and \$103,500 for 2020.**

Data sources: CDC Youth Risk Behavior Survey, 2015. Best Starts for Kids indicators, King County.gov. National Coalition for the Homeless. "Serving Our Youth: Findings from a National Survey of Service Providers Working with Lesbian, Gay, Bisexual, and Transgender Youth who are Homeless or At Risk of Becoming Homeless," The Williams Institute with True Colors Fund and The Palette Fund, 2012. "Mental Health and Suicidality Among Racially/Ethnically Diverse Sexual Minority Youths," The Williams Institute, July 2014. "Impact of mentors during adolescence on outcomes among gay young adults," D.D. Drevon et al., 2015.

For more information, contact:  
Louis Garcia, President and CEO, Big Brothers Big Sisters of Puget Sound  
[Louis.garcia@bbbsps.org](mailto:Louis.garcia@bbbsps.org), 206-456-9795



### Learning to Take Pride in Who You Are

When Brandon was struggling with his identity and realizing he was gay, he wanted to tell his mentor, Emilio. He was scared at first, but Emilio simply accepted him.

"From my perspective, that's my job, just to listen and be supportive," Emilio says.

Coming out to Emilio took trust, which didn't always come easy for Brandon. In second grade, he was constantly bullied. He tried to make friends, but other kids pushed him away. "Everybody used to hate me," Brandon says. "Kids didn't even understand."

Brandon grew up in a single-parent household with little supervision, and he needed a role model he could count on. Through a Seattle-based youth mentoring agency, he was matched with Emilio. That's when he says everything changed.

"I was kind of lost until I met Emilio," he says. Over the years, the two found common ground and built a high level of trust.

After Brandon came out to him, it was Emilio who explained to Brandon that he wasn't alone, and that there was a whole community of people who had been through similar struggles and came to accept themselves.

"He actually introduced me to gay pride, and I had no idea it existed," Brandon says. Knowing he wasn't so different was a huge turning point for him. "Ever since he brought me there, I've been myself a lot more," Brandon says. "I've been the confident, sassy Brandon that everybody knows and loves."

Aff/Liv	Com Hlth	Elders	Food	Gb VInc	Home-less	LGBTQ	MH/SU	Racial Eq	Child & Youth	Im/Ref
						✓			✓	

## Build Connection and Access to Social Capital for Immigrant Youth

*Recommenders: Big Brothers Big Sisters of Puget Sound, Refugee Women’s Alliance (ReWA), Youth Development Executives of King County, Jewish Family Service*

In a just and thriving Seattle, children of every race and color will have the resources to grow up healthy and happy, with the opportunities they need to fulfill their potential. Unfortunately, immigrant children often do not have knowledge about or access to the same resources as native-born kids.

Human connection will help dismantle the structural barriers that immigrant children and families face, giving them the opportunity to fully participate in the community of Seattle—and giving Seattle the opportunity to grow richer as it widens to fully include immigrants.

### Description of need

In 2015, one in four children in the United States were part of an immigrant family. Immigrant children are more likely to live in poverty than their peers from U.S.-born families, according to the KIDS COUNT Data Center. “Living in poverty can have a wide range of negative effects on a child’s physical health, mental well-being and academic success.” And that is without taking into account the intersecting challenges faced by immigrant children:

- Loss of predictable context (community ties, work, customs)
- Separation from extended family members, friends, and neighbors
- Undocumented status
- Trauma prior to migration or during “crossing”
- New language and educational system—many refugee/immigrant youth attend segregated and underfunded schools
- New family structure: migration might reunite children with parents and siblings they haven’t seen for years (or ever)
- Additional responsibilities at home: taking care of younger siblings, translating for parents
- Navigating two cultures: home culture and mainstream American culture
- Confronting racism and xenophobia in the new society

### Recommended action

Immigrant kids need mentors. Transitioning to a new life in the United States is complicated, and immigrant parents have their hands full with their own challenges. Often they don’t even know what their kids face at school and among their peers.



**SHSC Budget Recommendation Portfolio for a Just and Thriving Community, City of Seattle 2019-20**

Mentors are the solution. We recommend an increase in mentoring relationships that match immigrant kids in 1-to-1 relationships with caring, trained adults who are fully integrated into the United States. These mentors can help immigrant youth navigate uniquely American challenges, support their English language skills, and give them a break from their family responsibilities.

This will require strong collaboration between agencies that specialize in mentoring and those that work closely with the immigrant community. Mentors must receive training in trauma and the issues immigrant children and families face, as well as ongoing coaching from professional staff who can offer support relevant to the needs of the youth.

**Value/evidence**

In the short term, youth in formal mentoring programs show improved school grades and attendance, reduced levels of delinquent behavior, and strengthened social relationships and emotional well-being. But the benefits don't stop there. A 2018 study found that—particularly for youth who belong to a racial or ethnic minority group—mentoring sustained long-term positive effects, increasing educational achievement and decreasing criminal offenses.

**How this will reduce racial disparities**

Among immigrant children, 84% are children of color, which means they face many of the systemic barriers as native-born children of color. Combined with the obstacles that are unique to immigrant families, these kids are at high risk for toxic levels of stress—interfering with their ability to learn, make friends, and grow up healthy.

Strong, authentic mentoring relationships can counter the effects of this stress to even the playing field for immigrant children—especially those of color. Mentors from similar cultures or who have a personal history with immigration can be especially effective for these kids, by being living examples that success is possible for people like them.

**We recommend an investment of \$100,000 in this action for 2019 and \$103,500 for 2020.**

Data sources: “Race for results: Building a Path to Opportunity for All Children,” Annie E. Casey Foundation, 2017. “Developing Social and Emotional Skills in Refugee and Immigrant Youth: Challenges and Strategies,” Deepa Bhandaru, 2017.

For more information, contact:

Louis Garcia, President and CEO, Big Brothers Big Sisters of Puget Sound

[Louis.garcia@bbbsps.org](mailto:Louis.garcia@bbbsps.org), 206-456-9795

Aff/Liv	Com Hlth	Elders	Food	Gb VInc	Home-less	LGBTQ	MH/SU	Racial Eq	Child & Youth	Im/Ref
								✓	✓	✓

## Build Resilience and Access to Social Capital Among Black Youth

*Recommenders: Big Brothers Big Sisters of Puget Sound, Youth Development Executives of King County, Carolyn Downs Family Medical Center (a clinic of Country Doctor CHC)*

In a just and thriving Seattle, children of every race and color will have the resources to grow up healthy and happy, with the opportunities they need to fulfill their potential. Unfortunately, Black boys and girls are still pushed to the back of the line.

As recently as 2008, our city saw 1 out of every 3 young Black men without a high school diploma behind bars. Structural racism and bias lead to higher arrest and conviction rates that not only affect Black individuals, but their families, their communities, and their city. The Seattle Race and Social Justice Initiative is taking steps in the right direction, bringing race equity to the forefront of city decision making, pushing for an end to youth incarceration, and helping people reintegrate into civic life after they leave prison. As welcome as these efforts are, they will take time to bear fruit.

Returning Black families and communities to wholeness cannot wait for the city to overcome its incarceration challenge. We need a multi-faceted approach that meets the needs of Black kids now.

### **Description of need**

A recent study from Stanford, Harvard, and the Census Bureau found that, no matter what their family's income level, Black boys are less successful than white boys from the same background. Researchers attribute this gap to a combination of systemic racism and a lack of role models...and it means a huge number of Black kids grow up in poverty or fall into poverty as adults.

Half of Black King County households earn less than 200% of the federal poverty level. The Center for Poverty Research at the University of California found that life in poverty has direct, lasting effects on a child's social competence. Social competence encompasses skills like managing emotions, understanding others, dealing with conflict, and making good choices about personal behavior. When youth don't develop these interpersonal skills, they face significant social, emotional, and mental health barriers to success. These barriers lead to frustration and alienation from positive life choices, feeding into cycles of downward mobility.

According to the Stanford study, Black boys in particular are highly sensitive to adversity like growing up in poverty, and they benefit more from adult attention and resources. "Mentors who aren't children's parents, but who share those children's gender and race, serve a particularly important role for Black children," one researcher noted.

### **Recommended action**

Black kids need mentors. In King County, only 69% of Black adolescents report that they have an adult to talk to. When they want advice, when they need a role model, when they could use a cheerleader or advocate...almost a third of Black kids in our community don't have one.

Mentors are the solution. We recommend an increase in mentoring relationships that match Black kids in 1-to-1 relationships with caring, trained adults.

### **Value/evidence**

In the short term, youth in formal mentoring programs show improved school grades and attendance, reduced levels of delinquent behavior, and strengthened social relationships and emotional well-being. But the benefits don't stop there. A 2018 study found that—particularly for youth who belong to a racial or ethnic minority

group—mentoring sustained long-term positive effects, increasing educational achievement and decreasing criminal offenses.

**How this will reduce racial disparities**

According to the Stanford study, Black boys grow up to achieve as well as white boys when they have role models/mentors and when they live in places with lower incarceration rates and better job opportunities.

As Seattle works long-term to deal with the racial disparities in incarceration and employment, mentors can step in to meet the social-emotional needs that Black kids have right now. Mentors of color can be especially effective, showing Black youth that success is possible for people who look like them. With mentors like these, more Black kids will develop the life skills and knowledge they need to achieve success throughout their lives.



**We recommend an investment of \$100,000 in this action for 2019 and \$103,500 for 2020.**

Data sources: “Extensive Data Shows Punishing Reach of Racism for Black Boys,” New York Times, March 19, 2018. Best Starts for Kids indicators, King County.gov. “Investigation of Long-Term Effects of the Big Brothers Big Sisters Community-Based Mentoring Program: Final Technical Report for OJJDP,” David L. DuBois, Ph.D., Carla Herrera, Ph.D., Julius Rivera, February 2018. “2016 Race and Social Justice Initiative Annual Report,” City of Seattle. “Race and Disproportionality in the Criminal Justice System,” Alexis Harris, Ph.D., July 2013.

For more information, contact:

Louis Garcia, President and CEO, Big Brothers Big Sisters of Puget Sound  
[Louis.garcia@bbbsps.org](mailto:Louis.garcia@bbbsps.org), 206-456-9795

Aff/Liv	Com Hlth	Elders	Food	Gb VInc	Home-less	LGBTQ	MH/SU	Racial Eq	Child & Youth	Im/Ref
								✓	✓	

## Proposal for Creating a City of Seattle CAPACITY BUILDING FUND FOR COMMUNITIES OF COLOR

**Recommenders:** Rainier Valley Corps

### Recommended Action

- We respectfully recommend a City of Seattle investment for under-resourced, people of color-led organizations providing essential services and vital leadership for immigrants, refugees, and communities of color throughout Seattle.

### Background

- The recommended Capacity Building Fund would make it possible for under-resourced, people of color-led organizations to address the formidable—and growing—challenges among immigrants, refugees, and communities of color throughout Seattle.
- Funding could be allocated as a dedicated expansion of the Equitable Development Initiative and targeted toward capacity building for people of color-led organizations working at the frontlines of addressing priority needs among immigrants, refugees, and communities of color.
- People of color-led organizations serving immigrants, refugees, and communities of color would have an opportunity to apply for funding to support vital operations, skill-building, leadership development, and increased capacity to respond to urgent needs and emerging trends.
- Funding would be targeted for non-profits and intermediary organizations providing backbone support for people of color-led organizations serving immigrants, refugees, and communities of color.

### Addressing Urgent Community Needs

- Currently, tens of thousands of immigrants, refugees, and people of color in Seattle struggle with tremendous challenges—poverty, displacement, unemployment, deportation, racism, harassment, and other issues—and often the first place they turn for help is to organizations that are led by, and based in, communities of color.
- These culturally-aligned, and deeply trusted organizations strive to respond to the needs their communities face, however, they do so with severely inadequate support and virtually no sustained funding from the City of Seattle.
- Many of these organizations struggle with the most basic operating expenses, even though they work to address the City's human service, economic development, and social justice priorities.
- The most critical component that has been missing for these organizations is staff. Without sufficient investment in leaders of color as professional staff, many nonprofits will continue to face

SHSC Budget Recommendation Portfolio for a Just and Thriving Community, City of Seattle 2019-20

challenges in building capacity and being involved at advocacy and other areas of civic engagement.

- *What is needed is a package of investments that fairly recognizes the vital role that under-resourced organizations led by, and based in, communities of color play in addressing the needs of our City’s most vulnerable residents.*

**Recommendation**

We specifically recommend that the City of Seattle create a Capacity Building Fund as a cornerstone investment in the 2019-20 City of Seattle Budget, and to initiate this fund with an appropriation of **\$980,000** in 2019 and **\$1,014,300** in 2020.

For more information, please contact Vu Le at (206) 436-9536 or email him at [vu@rainiervalleycorps.org](mailto:vu@rainiervalleycorps.org)

Aff/Liv	Com Hlth	Elders	Food	Gb VInc	Home-less	LGBTQ	MH/SU	Racial Eq	Child & Youth	Im/Ref
								✓		✓

## **Coordinate Human Service Provider Participation for Systemic Change: Racial Equity Organizing Project in Delivery of Human Services** *This action is recommended by the Seattle Human Services Coalition.*

### **Description of Need**

Human service providers sit in a unique position in our community's infrastructure: we are engaged with individuals who make use of services for a variety of reasons and circumstances, AND we see a big picture of the patterns created by all the influences and energies combined. We see the driving forces and we see what is missing. We see the positive results in successfully supported lives and communities.

Our community health and human services system has been built by individual people who saw a need and took the initiative to pull together the resources to address it. The community-based organizations that by and large run our human services infrastructure each emerged from the strength of individual and civic passions, but often lack a way to bring the expertise together across agency or "service area" lines to learn from each other and then to pass what we have learned onto the larger stakeholder group, which includes government and other funders as well as the community at-large.

**When we create the opportunity to combine our experiences and ideas, the synergies often result in efficiencies, innovation, and progress toward our shared vision. We can achieve things together that we can't do separately.**



### **Recommended service**

**Coordinate and organize human service providers to develop systemic improvements and innovative practices for racial equity organizing in the course of service provision, enabling providers and policy makers alike to move together toward our goals of just and thriving communities.**

### **Services to Coordinate Human Service Provider Participation for Systemic Change to develop racial equity organizing as part of service provision, 1 FTE will:**

- Coordinate community health and human service providers to explore and implement pilot strategies to develop racial equity organizing policies and practices within the work of providing human services.

### **This action will increase the value of the City of Seattle's current investment by:**

- Increasing capacity for human service providers to come together and work more effectively with each other in reaching our goals.
- **Increasing effectiveness of community-based organizations as partners with government and other funders as we work toward shared goals.**
- This work will also reduce silos, increase effectiveness and efficiency, as well as increasing investments from other jurisdictions, and ultimately prevent the need for, thus reducing the costs for, emergency services.

**This action will reduce racial disparities in outcomes** as the Coalition brings together human service providers to work with groups that include program participants, and other groups working to eliminate racism, to create a new responsive, structure designed to incorporate racial equity organizing in the delivery of services and ultimately eliminate racial disparities in outcomes. The Coalition’s work will increase awareness and education on structural racism as well as mobilizing stakeholders to develop and explore equitable structural models and practices.

**Measurable impact:** Increased community engagement with the decision-making process, resulting in more equitable representation and policy changes, and so more effective solutions, will mean negative disparities will be reduced in our community in the long term. “Going together” means we can “go further.”

**Leverage other investments:** This action leverages the investments made through the City of Seattle’s Human Services Department, the Department of Education and Early Learning, Public Health, Parks, and Neighborhoods as well as the City’s Race and Social Justice Initiative and will ultimately make those investments more effective. It begins to allow alignment of the work of all government entities working to build well-being by focusing on the causes of race-based disparities at the state, county, and local levels.



SHSC recommends an investment of \$98,550 in 2019 and \$102,000 in 2020.

**For more information contact:** Julia Sterkovsky, Seattle Human Services Coalition, 206/325-7105, [jsterkovsky@shscoalition.org](mailto:jsterkovsky@shscoalition.org)

Aff/Liv	Com Hlth	Elders	Food	Gb VInc	Home-less	LGBTQ	MH/SU	Racial Eq	Child & Youth	Im/Ref
✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

**Coordinate Human Service Provider Participation for Systemic Change:  
Value of Human Services Work and Equitable Compensation**  
*This action is recommended by the Seattle Human Services Coalition.*

**Description of Need**

Human service providers sit in a unique position in our community's infrastructure: we are engaged with individuals who make use of services for a variety of reasons and circumstances, AND we see a big picture of the patterns created by all the influences and energies combined. We see the driving forces and we see what is missing. We see the positive results in successfully supported lives and communities.

Our community health and human services system has been built by individual people who saw a need and took the initiative to pull together the resources to address it. The community-based organizations that by and large run our human services infrastructure each emerged from the strength of individual and civic passions, but often lack a way to bring the expertise together across agency or "service area" lines to learn from each other and then to pass what we have learned onto the larger stakeholder group, which includes government and other funders as well as the community at-large.

**When we create the opportunity to combine our experiences and ideas, the synergies often result in efficiencies, innovation, and progress toward our shared vision. We can achieve things together that we can't do separately.**



**Recommended service**

**Coordinate and organize human service providers to develop systemic improvements and innovative practices in compensation systems for community health and human services work, enabling providers and policy makers alike to move together toward our goals of just and thriving communities.**

**Services to Coordinate Human Service Provider Participation for Systemic Change around the issue of the value of human services work and equitable compensation, 1 FTE will:**

- Bring providers together to effectively partner with the public sector and philanthropy in order to address workforce threats within community health and human services, like inequitable wages for human services work, that pose ongoing barriers to reaching public and private goals. to raise perspectives and make recommendations

**This action will increase the value of the City of Seattle's current investment by:**

- Increasing capacity for human service providers to come together and work more effectively with each other in reaching our goals.

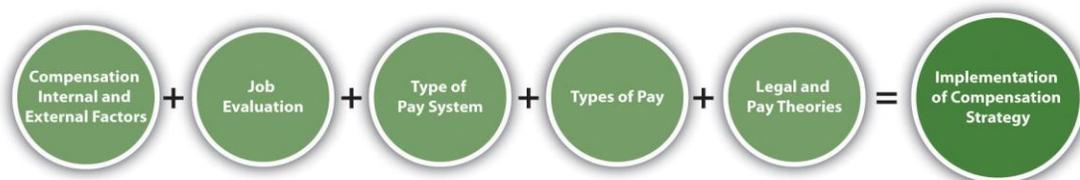
**SHSC Budget Recommendation Portfolio for a Just and Thriving Community, City of Seattle 2019-20**

- **Increasing effectiveness of community-based organizations as partners with government and other funders as we work toward shared goals.**
- This work will also reduce silos, increase effectiveness and efficiency, as well as increasing investments from other jurisdictions, and ultimately prevent the need for, thus reducing the costs for, emergency services.

**This action will reduce racial disparities in outcomes** as the Coalition brings together human service providers to raise issues of racial disparities in compensation. Raising the wages in the sector across the board to match the objective value of the work will positively impact the ability of human service providers to recruit and retain employees from traditionally low-income communities who might not be able to afford to work in human services due to the very low compensation structure. The Coalition’s work will increase awareness and education on structural racism in compensation systems as well as mobilizing providers and partners to explore and develop equitable structural models and practices.

**Measurable impact:** Increased community engagement with the decision-making process, resulting in more equitable representation and policy changes, and so more effective solutions, will mean negative disparities will be reduced in our community in the long term. “Going together” means we can “go further.”

**Leverage other investments:** This action leverages the investments made through the City of Seattle’s Human Services Department, the Department of Education and Early Learning, Public Health, Parks, and Neighborhoods as well as the City’s Race and Social Justice Initiative and will ultimately make those investments more effective. It begins to allow alignment of the work of all government entities working to build well-being by bringing all the advantages of more experienced, educated, diverse, and consistent workforce to community health and human services funded at the state, county, and local levels as well as by philanthropic partners.



**SHSC recommends an investment of \$98,550 in 2019 and \$102,000 in 2020.**

**For more information contact:** Julia Sterkovsky, Seattle Human Services Coalition, 206/325-7105, [jsterkovsky@shscoalition.org](mailto:jsterkovsky@shscoalition.org)

Aff/Liv	Com Hlth	Elders	Food	Gb VInc	Home-less	LGBTQ	MH/SU	Racial Eq	Child & Youth	Im/Ref
✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

## County-Wide Domestic Violence Hotline

### Recommenders: Coalition Ending Gender-Based Violence

Domestic violence (DV) is a major public health problem that profoundly impacts Seattle residents. Individuals and families cannot thrive if they live in an environment where they face ongoing violence and abuse. In Seattle, an estimated 132,000 women and 86,000 men a year experience some form of intimate partner violence, and many also experience sexual violence. Numerous studies document the devastating physical, emotional, and economic consequences caused by domestic violence, including it being **the immediate cause of homelessness for approximately 50% of homeless women and children**, as well as a significant contributor to **poor physical and behavioral health** for many adults and children. Because of current and historical trauma and oppression, families of color, refugees and immigrants, and other marginalized folks are at highest risk for experiencing domestic violence and experience the most negative impacts of the abuse. Our entire community pays the cost in lost lives, lost productivity, property destruction, criminal and civil legal responses, healthcare costs, mental health services, and other social service expenses. **Addressing domestic violence is key to building survivors' well-being, moving us all toward the vision of a just and thriving community.**

#### Description of need

General human services and housing organizations are often insufficiently specialized or trained to meet the needs of survivors seeking services. Organizations specializing in domestic violence are trained to meet the unique and diverse needs of survivors, and have the ability and legal authority to protect the confidentiality of survivors' information. This is critical to shield them from their abusers, and increasingly, to protect many survivors from risk of negative immigration consequences for sharing personal information.

Our region is home to a strong network of community-based domestic violence programs serving diverse geographic and cultural communities across King County, providing survivors with multiple avenues for accessing services best designed to meet their individual needs. Many are surprised to learn that a county-wide 24-hour hotline doesn't already exist in a region with such a complex system of services. The majority of agencies only provide services during business hours. Several struggle to provide 24-hour phone coverage, and rely on on-call, volunteer, and/or shelter staff at least some of the time. This means that callers may not get the time, focused attention, or experienced response they really need and deserve, given the level of crisis, trauma, and danger they are dealing with.

In addition, the system can be confusing for survivors, bystanders, friends and family, first responders, and referring professionals to navigate. Survivors should not need to call multiple organizations to seek the combination of housing, health, legal, financial, advocacy, and counseling services that they may need to regain safety, health and stability. A regional domestic violence hotline would offer an identified, single point of initial contact, and have increased capacity to serve more survivors more intensively. Hotline advocates would have the specialized knowledge to connect survivors who want ongoing services to the agency best suited to meet their individual needs, circumstances, language, and preferred geographic location and/or specific cultural expertise.

#### Solution: Create a single county-wide domestic violence hotline

This recommendation will fund the creation, operation, and staffing of a County-wide, 24-hour, multi-lingual, multi-modal domestic violence hotline. The hotline will provide immediate crisis support and counseling for survivors of abuse, and serve as a single point of contact for referral to the region's specialized survivor advocacy services (specialized survivor-focused counseling, case management, safety planning, and support); legal, medical, and housing assistance; parenting support; children's services; and counseling.

**Value of service**

Hotlines serve a crucial, unique role in the spectrum of DV services in our region. Survivors in the most need of help often have the fewest options for accessing it, and for many, calling a hotline is the only viable way they can access advocacy. Safety concerns for survivors whose partners are monitoring or limiting their movement, or practical barriers, such as transportation or inflexible work schedules, can make going to a DV organization for an in-person meeting difficult or impossible. Hotline advocates report talking with survivors who called in the first safe five minutes they'd had in weeks, or from a friend's house they can only visit in secret. DV hotlines serve hundreds of survivors who aren't ready or able to engage in in-person services; some call many times over the course of months or years as they work to increase their safety. In addition, the regional hotline will provide on-line chat options, making the service more accessible to younger survivors, as well as survivors who are geographically isolated, and/or survivors who are subject to extreme control and surveillance by their abusers.

At the same time, police, EMTs, emergency rooms, and other first responders often interact with survivors at moments of extreme danger or injury, often after hours, and need to connect survivors immediately with trained advocates who can help them plan for their immediate safety. Having one number to connect survivors to will fill a big gap in our current emergency services response.

**Description of how your recommendation will reduce racial disparities in community outcomes**

Families of color, refugees and immigrants, and other marginalized folks are at highest risk for experiencing domestic violence and experience the most negative impacts of the abuse, and we are fortunate to have a rich community of multilingual and multicultural advocacy organizations and services in Seattle and King County. As with the broader DV service system, accessing these programs can be confusing and complicated, especially when survivors are navigating language, cultural, or other barriers stemming from racial or other forms of oppression. With its enhanced efficiency, coordination and scope, and direct connection to multi-lingual advocates, the county-wide hotline will address these disproportional impacts of abuse more effectively than any one agency can on its own.

**Summary**

We recommend an investment of \$500,000 in this action for 2019 and \$517,500 in 2020 for a Regional Domestic Violence Hotline.

**Data Sources:**

- Centers for Disease Control, National Intimate Partner and Sexual Violence Survey, 2010 & 2015
- The National Center of Family Homelessness, Addressing Issues Facing Families Who are Homeless, 2013

**For more information, contact:**

- **Merril Cousin, Executive Director, Coalition Ending Gender-Based Violence, 206-568-5454, merril@endgv.org**

Aff/Liv	Com Hlth	Elders	Food	Gb VInc	Home-less	LGBTQ	MH/SU	Racial Eq	Child & Youth	Im/Ref
				✓	✓					✓

## Create Housing, Sustain Survival Services, and Support Health and Safety for Seattle Residents without Homes

Recommender: Seattle/King County Coalition on Homelessness

**The Seattle-King County Coalition on Homelessness submits this placeholder recommendation on behalf of our member organizations and the people they serve.** We submit this as a placeholder because there are multiple current processes, both significant and complex processes (both public and not), that affect or may affect City of Seattle budgets and other policies related to homeless housing and services. This includes uncertainty regarding the campaign to repeal crucial new revenues for homeless housing and services passed into law by unanimous vote of the Seattle City Council this spring, the ongoing work of One Table and the King County Regional Affordable Housing Task Force, and the recent announcement of a significant one-time investment in indoor shelter and outdoor shelter alternatives announced by Mayor Durkan, resources that will sustain existing programs and create additional services through December 2018. As a result, the Coalition will work with our members to collect and analyze additional information, to develop more specific, timely, and well-informed recommendations as the budget process is proceeding.

We recommend that the City of Seattle's investments in housing, safety, and justice for people who are homeless be well coordinated with the work of King County and regional strategies and increase dramatically to meet the clearly documented needs for additional housing resources and deep, flexible, and sustained supports. Thousands of men, women, and children experience homelessness each day and night in Seattle and King County, and an alarming and increasing proportion of them survive in public spaces, in places not meant for humans to live. A well-informed and significant City of Seattle response to homeless people's needs for housing, health, and safety must and will surely be a priority for the 2019-20 budget.

We applaud the unanimous vote of the Seattle City Council to establish a big business tax to create hundreds more homes and to amplify the city's housing and human services investments necessary to meaningfully reduce the numbers of people who become homeless in Seattle, and to advance local and regional goals.

We support the City Council's spending plan recommendations for the Employee Hours Tax (knowing that revisions based on the negotiated compromise may be necessary, due to the loss of hundreds of homes as a result of losing the ability to bond against this revenue stream due to a five year sunset). Specifically, revenue from this source should be dedicated, as described in the Council's spending plan, to:

- a workforce stabilization fund for homeless service and housing providers, to ensure service quality and sustainability across our service system
- create new homes for people who are homeless through a combination of approaches recommended by the Office of Housing, including, creation of additional permanent supportive housing (PSH), and dedication of resources (rental supports, flexible and customizable service dollars) to house people who do not need the intensity of services of a PSH model.
- provide services and rental supports so that existing housing stock can rapidly be accessed to provide permanent housing for people who are homeless;
- support emergency response strategies that are backed by data and were supported by the Progressive Revenue Task Force; and

**SHSC Budget Recommendation Portfolio for a Just and Thriving Community, City of Seattle 2019-20**

- support or supplement interventions aimed at improving public health by addressing health risks to individuals and communities caused by the living conditions of people who do not have homes or ready access to basic sanitation and health supports.

We anticipate using the city’s budget process to engage with Councilmembers and to inform on-going budget and policy discussions around homelessness investments in Seattle and King County, and to ensure that budget recommendations and priorities are significant, consistent with what we know works, and well-implemented.

**Value of the services**

The all-too-apparent crisis of homelessness is inextricable from the city’s critical lack of affordable housing for people who have limited incomes. People in our city do better when everyone has a safe and stable place to live. All reasonable assessments of past and current assessments highlight the need for increasing public investments in both near-term interim solutions and housing. Not making such increased investments gives false hope and undermines the successes and returns on current investments.

Through the contracted non-profit organizations working with the Human Services Department and Office of Housing, and through the work of all city departments, we expect that consistent focus on people who are homeless and prioritization of people who are highly vulnerable and unlikely to be able to secure a path out of homelessness without supports, coupled with increased housing and other resources, will show the progress that all stakeholders want to see. Improved individual and community health, safety, and well-being will be secured if we invest in and take to scale proven solutions, housing first and foremost.

The projected revenue from the Employee Hours tax would have been **\$47,000,000 annually**. This will not solve the challenge, but it is the minimum amount we recommend be invested in these critical services at this time, from whatever source is identified.

**For more information, contact:**

- Alison Eisinger, Seattle-King County Coalition on Homelessness, [alison@homelessinfo.org](mailto:alison@homelessinfo.org), 206/204.8350.

Aff/Liv	Com Hlth	Elders	Food	Gb VInc	Home-less	LGBTQ	MH/SU	Racial Eq	Child & Youth	Im/Ref
✓	✓	✓		✓	✓	✓	✓	✓	✓	✓

## Equity in Rate for Indirect Services within City of Seattle Contracts

Recommender: Seattle Human Services Coalition

Members of the Seattle Human Services Coalition recommend the City of Seattle Human Services Department increase the equity in their funding policies regarding indirect costs in three ways.

1. For agencies that have contracts through the City of Seattle that are federally-funded, the City should honor federal-level indirect rate on contracts funded by City funds (non-federal funds) beginning January 2019.
2. Agencies who have not established a federal indirect rate should be allowed to use a generally accepted formula to calculate a more accurate rate for indirect costs, with the City allowing up to 25% indirect costs.
3. Add the funding to each contract necessary to maintain level of funding for direct services, once accurate indirect cost is calculated.

**Benefits:** Increasing the indirect rate, when needed, will more accurately fund the foundational activities and costs to provide the services the City of Seattle wants to invest in for Seattle residents. This strengthens the funder/provider relationship by recognizing providers as partners with legitimate costs to provide the needed services. Organizations will see increased efficiency and effectiveness as they allocate administrative costs as an accurate percentage, rather than the labor-intensive, inefficient process of allocating separate line items. Then, adding the funding necessary to maintain direct services once an equitable proportion is allocated for indirect costs will allow the City to support accurate indirect funding levels without reducing critical services to the communities we serve.

**Background:** Federal indirect rates recognize the costs human services organizations incur to provide direct services. Typically, these costs include facilities and administration (i.e. rent, utilities, and accounting) necessary to provide services and successfully manage contracts. This indirect rate functions as a “common pool” making the assigning of the costs for each contract a more efficient process for both the organization with the contract and the funder. These costs generally have a common purpose benefiting more than one program but the effort to assign the costs to individual programs are disproportionate to the results received. For example, with an indirect rate, contract tech services are not charged to contracts based on the number of hours they work on each staff person’s computer, but rather as a percentage of the whole. An indirect rate allows the organization to use a portion of contracted funds to cover the proportionate share of the costs associated with providing services. Obtaining an indirect rate is a highly defined annual process that an organization goes through in conjunction with a financial audit and application to the appropriate federal department. Once awarded, a federal indirect rate is considered a reliable measure of costs.

**Current problem:** The city of Seattle only allows federal indirect rates on contracts paid through federal funds (which is required by law) but does not allow use of these more accurate rates for contracts using City general funds. This is not an equitable approach, because it recognizes indirect rates in some circumstance but not in others. Every other funding source including suburban cities, King County, and Washington state recognizes the federal indirect rate for general funds. Seattle is the only entity locally which does not. Presently the city allows up to 15% for administration costs, but organizations requiring administrative costs higher than 15% must cover these costs by raising other funds to subsidize city contract, which could be used for direct services or general operating expenses, if the City paid a more accurate share of the indirect costs of providing services.

**Improving how we ALL do business.** The indirect rate gives organizations the ability and flexibility to hire staff such as finance, IT, or administrative with the contract funds in addition to hiring direct services staff. It allows organizations to maximize funding from other sources and efficiency and effectiveness. Non-profits are typically

**SHSC Budget Recommendation Portfolio for a Just and Thriving Community, City of Seattle 2019-20**

expected to “make do” with minimal infrastructure, i.e finance staff, computers, adequate space for staff or clients). There is a mistaken belief that these administrative /indirect costs are not as important as paying for advocates, therapists, or case workers. This is problematic as funders often require data and information which places the burden entirely on the nonprofit’s other fund sources to fund these requirements. If an organization uses a customized database for client records and tracking, for example, that cost is considered indirect, as it is for a common purpose for all programs/projects. The funder benefits from this cost but without a full indirect cost rate, does not fund the ability to continue this database which benefits clients, the funder, and the agency’s ability to provide customized services.

If a funding source does not cover its portion of indirect costs, the agency must spend additional time, effort, and resources to find other funding sources to make up the difference. Costs such as rent, computers, supplies, and admin staff do not go away. Because the city does not recognize indirect costs on non-federally funded contracts, those contracts are automatically more expensive.

We recommend:

- 1) nonprofits who have established a federal indirect rate to use it for contracts funded by City of Seattle funds.
- 2) nonprofits who have not established a federal indirect rate, to use a “generally accepted formula” to calculate a more accurate indirect rate. Two examples of generally accepted formulas to calculate indirect rate follow.

One simpler method is to use the prior year’s percentage of expenses that went to the “management & general and fund raising” categories in their annual “statement of functional expenses” in their audits. We already have to send the City copies of our annual audits so they have them on record to verify them.

Another method is more complex, but organizations with more capacity might want to do it. For those allocating actual overhead (admin, hr, accounting, IT, etc.) to the program level, they can drill down to the proportion of the contract level and apply the same methodology to the contract and post that as actual indirect to the contract every month, allowing up to 25% of the contract.

And then,

- 3) calculating and adding the funding necessary to maintain direct services once an equitable proportion is allocated for indirect costs will allow the City to support equitable, accurate indirect funding levels without reducing critical services to the communities we serve.

**SUMMARY**

The costs of basic infrastructure are legitimate expenses for providing services the city wants Seattle residents to have access to. Allowing these more accurate and equitable methods of calculating and applying the indirect rate to contracts for services encourages the city to see organizations as partners and peers that require necessary infrastructure to manage contracts.

**For more information, contact:** Julia Sterkovsky, SHSC, 206/325-7105 or [jsterkovsky@shscoalition.org](mailto:jsterkovsky@shscoalition.org); or KCSARC, 425/282-0354, Mary Ellen Stone, [mstone@kcsarc.org](mailto:mstone@kcsarc.org) or Anne Mace-Deines, [amacedeines@kcsarc.org](mailto:amacedeines@kcsarc.org).

Aff/Liv	Com Hlth	Elders	Food	Gb VInc	Home-less	LGBTQ	MH/SU	Racial Eq	Child & Youth	Im/Ref
✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

## Expand Low-Barrier Apprenticeship Programs for Homeless Youth

**Recommenders:** YouthCare, New Horizons, Youth Development Executives of King County (YDEKC)

### Description of Need

Seattle is in the midst of an economic boom as new workers [flock to our city](#) and new buildings pepper our skyline. At the same time, we are experiencing rising rates of inequality and [soaring costs of living](#). As our city grows, young people who are homeless and/or unstably-housed are uniquely at risk of being left behind.

According to the American Community Survey, approximately 5,000 “opportunity youth”—youth ages 16-24 who are disconnected from school or work—live in Seattle. A [DSHS report on opportunity youth in King County found that](#) almost one third of opportunity youth accessing DSHS services had experienced homelessness. Youth experiencing homelessness and housing instability often lag behind their peers in education and employment experience, and the survival skills that keep them safe on the streets do not transfer well into the workplace.

Employment programs that reduce barriers and build technical and socio-emotional skills are an essential link between our streets and our thriving economy. Yet low-barrier employment training programs are limited and geographically concentrated. For example, South Seattle has relatively higher rates of poverty, homelessness, and [unemployment](#), but lower access to services. There is a critical need to both increase employment training opportunities for young people experiencing homelessness well as expand programs to underserved and under-resourced areas in the city.

### Recommended Action

Increase and expand low-barrier apprenticeship programs for homeless youth, for example:

- **YouthCare’s concept of CREATE (Cultivating Robust Experiences in Art, Technology, and Employment) Apprenticeships:** Low-barrier apprenticeships located in the University District and South Seattle offering paid training in art-based digital technology.
- **New Horizons Youth Employment Program (YEP):** A four-month apprenticeship cohort that equips youth with soft skills and employment skills to succeed in youth positions offered at the following employment sites: New Horizons, Street Bean Café, NuFlours, and Rainier Rubber.

### Value of the Service

In 2015, SkillUp surveyed Washington employers and discovered that 90% of employers believed that soft skills like communication, teamwork, or problem solving were just as or more important than technical skills for new hires—exactly the skills we need more employment training programs to bolster. Moreover, programs that combine soft skills with workforce training, such as internships and job-readiness training, have been shown to increase student engagement with their education and work.

For example, New Horizons’ Youth Employment Program exited 75% of their cohort to stable housing and about 80% continued their journey by enrolling in school or gaining longer term employment. YouthCare’s Tile Project—an art-based pre-employment program for young people with high barriers and high needs—has successfully improved soft skills for young people without employment histories: 54% of youth graduated from Tile Project enrolled in a form of education, employment, or both. Based on the successes shown by similar programs, expanding low-barrier apprenticeship as recommended would put approximately 70 more youth who have experienced homelessness on the path to employment and financial stability.

**Impact on Racial Disparities in Community Outcomes**

Youth of color disproportionately experience homelessness in our community: the 2017 Point in Time Count found that 57% of young people experiencing homelessness were youth of color, and over 75% of Seattle’s opportunity youth population are youth of color. According to Seattle’s [Equitable Development Plan](#), Seattle’s communities of color are concentrated in areas of South Seattle with the highest risk of displacement and lowest access to economic opportunity. Southeast Seattle and Duwamish/Beacon Hill have the highest rates of opportunity youth in the city, at 24.5% and 29.0% respectively. Youth of color also face higher rates of unemployment: while youth unemployment is 13% in our city, African-American youth face unemployment rates of 28%.

In a recent [Youth of Color Needs Assessment](#) released by the Northwest Network, youth of color identified wanting more opportunities to build life skills such as managing their finances or securing a job. Youth who had participated in job training programs overwhelmingly reported positive experiences, which, in addition to earning money and learning a skill, increased their sense of self-efficacy. Expanding low-barrier employment training programs that serve youth of color experiencing homelessness, and targeting underserved areas such as South Seattle, is one successful strategy to address these disparities.

**Summary**

We recommend an investment of **\$445,500** in 2019 and **\$461,093** in 2020. This represents the **cost of creating 70 annual low-barrier apprenticeships**. A 3.5% increase in 2020 accounts for maintaining service levels with inflation and rising costs of doing business.

For more information, please contact:

- Melinda Giovengo, CEO/President, YouthCare at [Melinda.Giovengo@youthcare.org](mailto:Melinda.Giovengo@youthcare.org) or (206) 267-3077
- Rob Stewart, CEO/President, New Horizons at [robs@nhmin.org](mailto:robs@nhmin.org) or 206.374.0866 x 114

**A MANUFACTURING SUCCESS**

Jonathan first came to New Horizons’ Day Program to play pool and hang out with friends. He soon expressed interest in New Horizons’ Apprenticeship Program and asked about a newly posted “Manufacturing Apprentice” position. Staff explained it was a six-month long apprenticeship position at an airplane-parts manufacturing company called Rainier Rubber. Jonathan jumped at the opportunity to apply, impressed staff at his interview, and got the position.

Like any job, all New Horizons’ apprenticeship positions have their own set of challenges—but the Manufacturing Apprenticeship required a two-hour round-trip bus ride. It takes a special kind of determination to stay motivated for that commute and Jonathan proved to have it. His work schedule started at two days a week, but Jonathan was eager to learn and successfully advocated for more hours. Five months into his apprenticeship, Jonathan became proactive about applying for other jobs before his apprenticeship ended. To his surprise and delight, Rainier Rubber invited him to stay on—as a full-time, 40-hour a week, benefits-earning employee!

Within the same week that Jonathan started this full-time career, he also moved out of the shelter where he was sleeping and into his very own apartment. He is now stably housed, employed, and has future plans to join the Navy to further his career

Aff/Liv	Com Hlth	Elders	Food	Gb VInc	Home-less	LGBTQ	MH/SU	Racial Eq	Child & Youth	Im/Ref
✓					✓	✓		✓	✓	

## Grassroots Neighborhood Nonprofits Stop Homelessness Before it Happens

Recommenders: Seattle Helpline Coalition

Together we need to stop homelessness *before* it happens in order to have a just and thriving community. This is the mission of the Seattle Helpline Coalition members. 12,112 people across King County were experiencing homelessness at 2018 point in time count. Our work stops homelessness before people lose their homes and aims to stop the likelihood of the cycle of homelessness from beginning.

The sooner a program intervenes in a housing crisis, the lower the cost, according to HUD. A study published in 2016 that looked at homelessness prevention programs in Chicago found that one-time financial assistance greatly reduced the likelihood of homelessness (76%). That same study found that the benefits of preventing homelessness is a cost savings of over \$20,000 per person for a community.

People of color are disproportionately experiencing homelessness in our city. Nearly 30% of people who are homeless identified as African American/Black or Native American/Alaska Native in the 2018 Count Us In survey. This highlights the disproportionate nature of the issue of homelessness that we work to address.

The Seattle Helpline Coalition, comprised of Ballard Food Bank, North Helpline, Queen Anne Helpline, and West Seattle Helpline, recommend a partnership with the City of Seattle in alignment with the City's goal of preventing and reducing homelessness. Each of the organizations are neighborhood-based nonprofit human services providers with homelessness prevention and reduction central to our missions. Together these neighborhood-based organizations serve zip codes that cover over half of the City of Seattle.

Prevention efforts are underfunded to match the scale of the affordability crisis we are facing. Currently there are not enough funds to meet the need. We are unable to help everyone who is in need of this help. People are entering homelessness at a higher rate than we, as a city, are able to get people into housing.

Neighborhood-based grass root organizations are nimble and responsive to their communities' needs, using their own tracking systems and databases to deliver services and utilizing surveys and focus groups to assess effectiveness. For example, the programs that are part of the Seattle Helpline Coalition provide \$200 - \$1,000 of financial assistance in each instance to prevent evictions, prevent utility shut offs, and/or help with move-in deposits.

Diversion-based service models are cost-effective and a neighborhood-based approach allows services to be responsive to the unique needs of the communities that they serve. In a recent survey of families who received financial assistance from several of the helplines, 90% of the households who returned the survey reported that they remained stably housed after receiving financial assistance. In addition, at West Seattle Helpline, 56% of households served have experienced an increase in household income after receiving help. This speaks to the fact that folks who are in times of crisis or transition are accessing these services and they are able to recover. With the assistance of neighborhood-based organizations, they are able to remain secure in their homes through that time and continue on the path to thrive.

**Story of impact:**

Darren is a longtime Lake City resident who was able to get help from his neighbors at North Helpline. Over the years, he has been in and out of the hospital due to a complicated type of asthma. He said, “There is nothing worse than not being able to breathe.”



Times were hard. Darren got a disability determination, but his financial assistance had not yet arrived. He fell behind on his rent, and he feared losing his apartment. His family helped the best they could, and then he turned to North Helpline. Darren said, “North Helpline helped me pay my rent, because I didn’t have money.”

“Because of you, I was able to keep my housing.”

Darren never became homeless thanks to resources from his family and North Helpline. “A lot of people don’t have a family. When I meet people who are homeless, they are on their own. North Helpline becomes like their family, and you are part of my family too.”

**We recommend an investment of \$400,000 in this action for 2019 and \$414,000 2020 for neighborhood-based homelessness prevention organizations.** This investment would fill the gap in current funding that is not supporting grassroots neighborhood-based approaches.

*Data Sources:*

Evens, W. N., Sullivan, J. X., and Wallskog, M. (2016). The impact of homelessness prevention programs on homelessness. *Science*, 353(6300) 694-699

HUD Exchange (2009) Homelessness Prevention: Creating Programs that Work <https://www.hudexchange.info/resource/1136/homelessness-prevention-creating-programs-that-work/>

Results are in: Best Starts prevented 3,000 people from becoming homeless in 2017 <https://beststartsblog.com/2017/12/12/homelessness-prevention-results/>

**For more information, contact:**

- Kelly Brown, Executive Director, North Helpline, 206-367-3477 [kellybrown@northhelpline.org](mailto:kellybrown@northhelpline.org),
- Erin Dury Moore, Executive Director, West Seattle Helpline, 206-801-3924 [director@wshelpline.org](mailto:director@wshelpline.org)
- Lisa Moore, Executive Director, Queen Anne Helpline, 206-282-1540 [lisa@queenannehelpline.org](mailto:lisa@queenannehelpline.org)
- Jen Muzia, Executive Director, Ballard Food Bank, 206.789.7800 [jenm@ballardfoodbank.org](mailto:jenm@ballardfoodbank.org)

Aff/Liv	Com Hlth	Elders	Food	Gb VInc	Home-less	LGBTQ	MH/SU	Racial Eq	Child & Youth	Im/Ref
✓			✓		✓					

## Increase Capacity for Food Delivery to Local Food Banks

*Recommenders: Solid Ground, Seattle Food Committee*

Food is a cornerstone of well-being. The City of Seattle’s recognition of this fact is evident in its 5-year Food Action Plan. In particular, the plan recognizes that “access to fresh, healthy food is critical to our individual health and the health of our communities.” People from every community require basic nutrition. Significant roadblocks to meeting that need often exist for communities of color and other marginalized communities. These roadblocks can include financial *and* time constraints, the hardships of living in a nutrition priority region, and a lack of opportunity for nutrition education. Seattle-area food banks seek to mitigate each of these issues, both individually and by working collaboratively.

Individual food banks work to support some of the City’s most vulnerable populations by meeting basic food needs through walk-in, home delivery, and other, innovative methods, in addition to providing referrals to other services. Food banks working in concert, meanwhile, work to implement systems-level strategies to undergird individual work. One such strategy is a food delivery service that works to ensure regular food delivery to local food banks throughout Seattle.

“The capacity of our staff is amplified by the transportation services that (we receive),” says Jeremy Kay, Food Bank Manager of North Helpline. “With our current vehicles, we would be making six separate trips to South Seattle, which would probably be a full day of support for staffing. Having a large vehicle to transport the food all at once helps us to be as effective as possible.”

The network of collaboration that results in food-delivery service becomes a crucial link among large, non-profit food providers (e.g., Food Lifeline and Northwest Harvest) and individual food banks. With this link in place, food banks and larger non-profit food providers both win: food banks receive fundamental food for distribution to individuals they serve, and, in turn, food aggregated by larger, non-profit food providers from major donors is distributed to those in need. For food banks with food-purchasing budgets, that link provides a stable foundation from which to plan supplemental, nutritionally-dense purchases. For other, budget-constrained food banks, the link is their sole source of food for distribution to the communities they serve.

In 2017, current food-delivery service efforts in the City of Seattle provided 18,000,000 lbs. of food to 20 local food banks, which helped to support approximately 61,000 families and individuals in meeting their every-day nutritional needs. While these efforts went a long way towards realizing the City of Seattle’s Food Action Plan goal of ensuring “access to fresh, healthy food” to ensure “individual health and the health of our communities,” current demand outstrips supply capacity.

The food delivery model has proven effective for the 20 food banks currently being served. Many area food banks desire, and await, the same service. In order to strengthen the network of basic food delivery to Seattle food banks, Solid Ground recommends an increase in the funds provided by the city for this service, in the amount of \$35,921 in 2019 and \$37,539 in 2020.

**SHSC Budget Recommendation Portfolio for a Just and Thriving Community, City of Seattle 2019-20**

These funds will be utilized as follows:

	2019	2020
Salaries and Benefits	\$30,295	\$31,356
Fuel	\$2,000	\$2,430
Vehicle Insurance	\$750	\$776
Admin Fee	\$2,876	\$2,977
<b>Total</b>	<b>35,921</b>	<b>\$37,539</b>

Salaries and benefits dollar amounts will support staff time for (1) 0.30 time of a 1 FTE driver, and (2) for .33 time of a 0.50 FTE Program Coordinator to coordinate delivery logistics. Fuel and vehicle insurance dollar amounts will mitigate concomitant increases as a result of new leases and annual increases, respectively. The admin fee will support the contracting organization with operational expenses. Finally, the increase in 2020 is determined by an average 3.5% inflation increase, except for fuel, which increase was calculated at an average increase in fuel cost.

With this support in place, existing food-delivery services should be able to provide service for up to five additional food bank locations that operate in the City of Seattle by the end of 2019. Based upon an analysis of current financial support to number of families and individuals served, that could mean providing food for about 12,200 more families and individuals per year. If the City of Seattle chose to sustain this financial support, the potential increase in capacity should be similarly sustainable.

The support to additional families and individuals will be achieved by increasing the amount of food available to food banks, while also allowing those food banks to recuperate time from their staff and volunteers. That time is freed up to be used in other high-need areas. These may include additional food donation pickups, participant referrals, donor engagement, home delivery, or development of other innovative approaches to food distribution. Finally, budget-constrained food banks often benefit most from this service, as they are also most unlikely to have the budget to provide their own transportation. Each of the potential benefits would be lost in the absence of the award of these funds.

For these reasons, we recommend that the City of Seattle leverage the current investments in food banks by increasing the investment in food delivery service, which will in turn increase food access to some of Seattle’s most marginalized communities.

For more information, please contact:

Frank Miranda, Solid Ground  
 (206) 694-6756, [frankm@solid-ground.org](mailto:frankm@solid-ground.org)

Aff/Liv	Com Hlth	Elders	Food	Gb VInc	Home-less	LGBTQ	MH/SU	Racial Eq	Child & Youth	Im/Ref
✓	✓		✓							

## Legal Representation/Attorneys for Non-Intimate Partner Sexual Violence Survivors Recommended by the Coalition Ending Gender-Based Violence

Many victims experience both domestic violence and sexual assault, or multiple forms of sexual abuse, throughout their lifetimes. However, victim needs and the criminal and civil judicial systems' responses to sexual assault are often quite different from the needs of and responses to victims of domestic violence and other types of crimes. Likewise, a sexual assault victim's emergency legal needs in employment or education can be quite different when the perpetrator is not a family member, but a fellow employee, supervisor, teacher, or classmate. Survivors of sexual assault are also more frequent victims of civil rights violations (particularly violations of their privacy rights) in the criminal cases against their assailants. These victims benefit from working with attorneys who have specific training and experience addressing their unique legal needs and barriers to accessing justice. The Washington legislature acknowledged the extreme harm victims of sexual assault can face:

Sexual assault is the most heinous crime against another person short of murder. Sexual assault inflicts humiliation, degradation, and terror on victims...Rape is recognized as the most underreported crime; estimates suggest that only one in seven rapes is reported to authorities...Some cases in which the rape is reported are not prosecuted. In these situations, the victim should be able to seek a civil remedy requiring that the offender stay away from the victim.<sup>1</sup>

Washington's 2015 Civil Legal Aid Study identified that the average low-income individual could experience up to nine legal issues that affect their stability; after experiencing domestic or sexual violence, the number of legal issues more than doubles to 19. The City currently invests in legal representation for domestic violence survivors and advocacy services for survivors of sexual assault. However, there is a significant gap in survivors' access to attorneys and legal services that are specialized in the needs of sexual assault survivors who may not be eligible for domestic violence services. In light of the devastating impact of a sexual assault, individual and systemic barriers to justice, and the significant needs of survivors, the City of Seattle should fund legal representation and expertise for survivors of sexual assault accessing the legal system. An investment in full legal services for victims of sexual violence fills a gap and complements the current services provided by programs focused on serving sexual assault and trafficking survivors.

Additionally, funding legal services specifically in this area increases access to equity and justice for survivors of sexual assault who are particularly vulnerable. Sexual violence affects all communities, but there is a disproportionate impact on specific survivor communities<sup>2</sup>:

- persons of color (nearly 60% of black girls will experience some form of sexual violence before turning 18);
- tribal communities (1 in 3 Native American women will experience sexual assault in their lifetime);
- homeless individuals (90% of homeless women have experienced sexual violence while homeless),
- people with disabilities (nearly 85% of individuals with developmental disabilities experience sexual abuse) and,
- LGBTQ individuals (44% of lesbians, 26% of gay men and 47% of transgender individuals will experience sexual violence in their lifetime).

---

<sup>1</sup> RCW 7.90.010

<sup>2</sup> Office for Victims of Crime ([www.ovc.ncjrs.gov/ncvrvw2018](http://www.ovc.ncjrs.gov/ncvrvw2018)); Human Rights Campaign ([www.hrc.org/resources/sexual-assault](http://www.hrc.org/resources/sexual-assault))

**SHSC Budget Recommendation Portfolio for a Just and Thriving Community, City of Seattle 2019-20**

Though survivors deserve access to justice, the criminal and civil legal system can often be hostile, further victimizing and re-traumatizing survivors, particularly if they identify as one or more the above identified communities. Respondents engage in abusive litigation tactics, drawing out cases in order to continue having contact with the survivor, judges assume survivors are less credible if presenting with mental health issues - all while survivors are supposed to share their most intimate and humiliating details in a public process. In addition, law enforcement often arrest victims of color when they call for help. Lack of legal assistance is devastating to sexual assault victims when addressing their emergency legal needs. For example, few victims are aware of protections they have under the Residential Landlord Tenant Act (*e.g.*, to break a lease), under the Domestic Violence Leave Act (*e.g.*, to take paid leave from work to go to court and counseling, under the Americans with Disabilities Act (*e.g.*, to get a reasonable accommodation related to the victim’s PTSD), under Title IX (*e.g.*, to have a report of on-campus sexual assault investigated and addressed in a prompt and fair manner), under Victims of Crime Act (*e.g.*, not being financially responsible for the cost of their rape exam and other related medical services).

Representation by an attorney who is able to speak on behalf of a survivor, protect their dignity, ensure the survivor is treated with respect, and hopefully allow for a just and equitable outcome not only improves an individual survivor’s life, it increases confidence in the system, allowing other survivors to come forward and challenge disparities in a legal system that needs to be held accountable to survivors. To many of these victims, access to an attorney trained and experienced in addressing this wide range of issues will mean the difference between a sexual assault merely being the worst event they ever experience and it being the event that fundamentally and irrevocably disrupts every aspect of their life and future.<sup>3</sup>

**Recommended action**

An investment in funding attorneys who provide legal assistance and representation to victims of sexual assault, prioritizing cases of underserved and marginalized populations of sexual assault victims and representing victims holistically with multiple emergency legal needs (housing, education, employment, benefits, etc.). An investment of \$180,000 in this action for 2019 and \$186,300 in 2020 is recommended.

**For more information, contact:**

*Merril Cousin, Coalition Ending Gender Based Violence*  
*merril@endgv.org*  
*206.568.5454*

Aff/Liv	Com Hlth	Elders	Food	Gb VInc	Home-less	LGBTQ	MH/SU	Racial Eq	Child & Youth	Im/Ref
				✓	✓	✓		✓		

<sup>3</sup> According to the 2018 National Crime Victim Rights Week Resource Guide, the cost of sexual assault for a victim (loss of wages, medical costs, counseling) on average is \$122,461 per victim. Victims also experience long term impacts in medical, mental, psychological, emotional and financial health.

## Youth Development Services for Seattle Youth

**Recommenders: Youth Development Executives of King County (Coalition of 100+ youth serving providers)**

Young people have more than 1,000 hours of time that can be invested in positive, engaging, identity affirming activities throughout the year during non-school hours, including summer time. Yet, there are far too few activities and opportunities available to young people ages 5 – young adult. While already insufficient, the City of Seattle’s next Family and Education Levy (or now Families, Education, Preschool and Promise Plan), will erode these opportunities further as the investment in this age group will likely decrease, as investments increase in pre-school and higher education supports.

YDEKC contends that investment from ages 5-young adult is also required to sustain the gain achieved by this early investment and support them to secondary education opportunities. We request that additional funds be included in the General Fund to support this age range in order to offer sufficient supports for young people left furthest from opportunity. We request that it is adequate to meet the needs in our community given the reduction of investment in the Seattle Family and Education Levy and the increase in cost of providing services in this sector. Costs of space and wages have increased markedly. We represent a coalition of programs that are willing and able to collaborate across the spectrum to serve the whole child, whole family and whole community.

### **Description of need:**

- **It is documented that support services and summer learning are essential for children and youth to maintain the academic and social success that they achieve in the school day. Positive Youth Development activities can mitigate risk factors and help ensure all young people can thrive. Funds for support services have been dramatically reduced in the Seattle Family and Education Levy for K-5 and summer learning across all categories. The current investment in youth development activities from the City of Seattle is far less than needed to ensure young people are able to thrive in our community.**

### **Solution: Recommended action:**

**YDEKC requests that additional funds be made available for youth development in the Human Services Budget to offer adequate wrap around, after school and summer programming for children and youth in Seattle.**

### **High Quality Afterschool and Summer Programs = MORE LEARNING TIME**

Children and youth need engaging, active opportunities to develop social, emotional and academic skills in order to grow up healthy and resilient, and avoid the need for intervention as young adults. Young people spend only 20-25% of their time in school, leaving 75-80% (or approximately 1,000 hours) of their time up for discretionary activities. There aren’t enough high quality, coordinated, culturally relevant opportunities for young people in Seattle to engage in during afterschool hours and during the summer that not only keep them safe, but also help them to develop the skills they need for success in school and life.

In the May 9, 2016 edition of the Seattle Times, it was reported that Seattle has the fifth highest achievement gap between white students and black students<sup>4</sup> in the nation – and the largest gap in the state. While these

**SHSC Budget Recommendation Portfolio for a Just and Thriving Community, City of Seattle 2019-20**

gaps are persistent and pervasive across the city, the re-segregation of Seattle’s schools<sup>5</sup> in the years after bussing, has concentrated low income, youth of color in particular schools in the South end of Seattle, and in pockets across the city. The achievement gap points to the need to first and foremost close the **opportunity gap** to ensure youth of color, and low income youth, have **access** to additional supports in our city.

**This recommendation will reduce racial disparities in community outcomes:**

The City of Seattle’s Youth Development RFP process is already built to eliminate racial disparities in outcomes; however, funding is insufficient at less than \$1Million annually to meet the need. High quality youth development programs focus on culturally responsive practices and provide opportunities for young people to build their self-efficacy and feel a sense of belonging with caring adults and peers – experiences that sometimes are few and far between in school settings. This opportunity gap for lower income children and youth due to insufficient access to programming (and a coming major cut in summer programs) is inequitable and must be closed.

**Recommendation:**

We recommend a \$2,000,000 investment in 2019  
And a \$2,070,000 investment in 2020 for youth development activities through HSD to provide adequate wrap-around and support services our children and youth during the school year and during the summer.



**Data Sources:**

<sup>1</sup> <http://www.seattletimes.com/seattle-news/data/seattle-schools-have-biggest-white-black-achievement-gap-in-state/>

<sup>1</sup> <http://www.thestranger.com/feature/2016/04/13/23945368/how-seattle-gave-up-on-busing-and-allowed-its-public-schools-to-become-alarmingly-resegregated>

<sup>1</sup> <http://www.wallacefoundation.org/knowledge-center/after-school/COORDINATING-AFTER-SCHOOL-RESOURCES/Pages/Citywide-Afterschool-Coordination-Going-Nationwide-An-Exploratory-Study-in-Large-Cities.aspx>

**For more information, contact:**

Youth Development Executives of King County 801 23<sup>rd</sup> Ave South, Seattle WA 98144

Jessica Werner, 206.336.6912, [jwerner@ydekc.org](mailto:jwerner@ydekc.org)

Rene Murry, 206.336.6912, [rmurry@ydekc.org](mailto:rmurry@ydekc.org)

Aff/Liv	Com Hlth	Elders	Food	Gb VInc	Home-less	LGBTQ	MH/SU	Racial Eq	Child & Youth	Im/Ref
									✓	✓

***Together we can build a just and thriving community,  
if we make it our priority.***

<b>Summary of Investments Needed for Actions</b>	<b>2019</b>	<b>2020</b>
Boost Social and Emotional Support for LGBTQ Youth p. 4	\$100,000	\$103,500
Build Connection and Access to Social Capital for Immigrant Youth p. 6	\$100,000	\$103,500
Build Resilience and Access to Social Capital Among Black Youth p. 8	\$100,000	\$103,500
Capacity Building Fund For Communities of Color p. 10	\$980,000	\$1,014,300
Coordinate Human Service Provider Participation for Systemic Change: Racial Equity Organizing Project in Delivery of Human Services p.12	\$98,550	\$102,000
Coordinate Human Service Provider Participation for Systemic Change: Value of Human Service Work and Equitable Compensation p. 14	\$98,550	\$102,000
County-Wide Domestic Violence Hotline p. 16	\$500,000	\$517,500
Create Housing, Sustain Survival Services, and Support Health and Safety for Seattle Residents without Homes p. 18	\$47,000,000	\$47,000,000
Equity in Rate for Indirect Services within City of Seattle Contracts p. 20	n/a	n/a
Expand Low-Barrier Apprenticeship Programs for Homeless Youth p. 22	\$445,500	\$461,093
Grassroots Neighborhood Nonprofits Stop Homelessness Before it Happens p. 24	\$400,000	\$414,000
Increase Capacity for Food Delivery to Local Food Banks p. 26	\$35,921	\$37,539
Legal Representation/Attorneys for Non-Intimate Partner Sexual Violence Survivors p. 28	\$180,000	\$186,300
Youth Development Services for Seattle Youth p. 30	\$2,000,000	\$2,070,000
	<b>\$52,038,521</b>	<b>\$52,215,232</b>



## *We share a vision of a Just and Thriving Community*

**We choose to work together to build, nurture, and sustain a community where all people have access to the basic necessities, opportunities, resources, and respect to reach their full potential.**

In the world we know today, **racism and other systemic inequities hold us back from equality of opportunity and freedom for all.** Economic systems are stacked in favor of those with wealth and power, and undervalue the assets and resources in middle and low income families and communities.

We also share the understanding that freedom and justice for all includes both equal opportunity as well as personal initiative and shared accountability.

The vision of a Just and Thriving Community serves as a catalyst and inspiration to bring us together to act on this vision.

**Motivation comes from the changes we will see as we all make progress in becoming a just and thriving community, including:**

- economic, environmental and social sustainability;
- freedom from inequity based on race, color, national origin, age, income, veteran status, education level, gender, physical, intellectual, or mental disability, religious belief or practice, sexual orientation, or by language, cultural practices or institutional racism;
- safe and affordable housing;
- adequate nutritious food;
- access to quality physical, mental, and behavioral health care;
- living wage jobs to support self and family;
- affordable and available community activities;
- universal, transformative, empowering quality education;
- high quality, affordable child care that is conveniently located and meets the needs of working parents;
- freedom from physical harm as well as mental and emotional coercion; and
- a sense of being included and connected, with the value of each individual recognized and honored.

*We want our children to inherit a better world.*



## Tenets for Change

**We believe adoption of the following principles is critical to forward movement:**

- Every person is valuable.
- It is an essential human right for every person to have access to the basic necessities and resources for human survival *and advancement*.
- Human services must be operated, staffed and funded in a way that allows for services to be offered in a manner that is humane, holistic, emphasizing physical and cultural accessibility. People who are in need must not be devalued for having needs, nor should they be devalued in the delivery of services.
- Collaborative partnerships must be established between funders, government, educators, human service providers, media, police, the criminal justice system, and the community at large to reach our shared goals.
- Public Finance reform is essential to build and maintain healthy communities and community services.
- On-going assessment and evaluation of basic beliefs and practices is a critical responsibility for every individual in our society to ensure that we do not endorse policies or practices limiting access to crucial resources.

## Framework for moving forward

Understanding of the context of our current environment will play a role in how we move forward toward our shared vision of a Just and Thriving Community.

### 1. Economic Trends

Unmet needs are on the increase in part due to economic trends like increasing income inequality and globalization policies that favor capital over labor. These must be addressed in order to see sustainable change in our communities.

### 2. Social Determinants of Health

The greater the ratio of spending on human services relative to medical services, the better the *health* outcomes achieved. While the U.S. spends far more on medical care than other nations, the U.S. also allocates proportionately less to human services and prevention, with the result of life expectancy lagging behind other developed nations. We must build a sustainable network of life cycle services needed to support strong, healthy communities, including both services needed in a crisis and ongoing service that provide the building blocks to success.

### 3. Structural Racism

Disparities in outcomes exist relative to race in a wide variety of economic, social, and health outcomes. All of these are connected to social institutions such as education, criminal justice, medical care, banking, housing, and employment. Identifying and dismantling the ways that racism influences the value sets within those systems is necessary to reaching our vision of a just and thriving community.

### 4. Quantifying Success

We all want our work to produce the most successful results possible and we want to measure those results. We also want to make sure that data collected by human service providers is useful to reaching our shared goals and worth the cost to collect it. This also brings up questions of who are human service providers accountable to and how do we honor the role of program participants in determining what success is and how to measure it.

### 5. Regional Roles

It is decreasingly effective for any of the players in the region to “go it alone.” Not only will the work of individual players be less effective than it could be, but the whole will be less able to reach our shared goals. We need to come together as providers, communities, unions, governments and other funders to determine our roles and create a true partnership.

*We can accomplish more together  
than we all can separately!*

For more information, contact Julia Sterkovsky or Kimberly Alfonzo Chae at the Seattle Human Services Coalition, [jsterkovsky@shscoalition.org](mailto:jsterkovsky@shscoalition.org), 206/325-7105.

