

2024 Best Starts for Kids Annual Report

July 15, 2025



King County

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Executive Summary

Overview

The Best Starts for Kids 2024 Annual Report summarizes the activities of the Best Starts for Kids initiative in 2024 and fulfills the reporting requirements in Ordinance 19354 and the Best Starts for Kids Implementation Plan.^{1, 2}

Background

Best Starts for Kids (Best Starts) is King County's community-driven initiative to support every baby born and child raised in King County to reach adulthood happy, healthy, safe, and thriving. This annual report celebrates the third year of the second levy, reflecting Best Starts' values of centering anti-racism, equity, and community strengths. The report offers quantitative and qualitative data from performance measures, narrative reports, and evaluation findings. Community partners' feedback is also included. Best Starts staff, the Department of Community and Human Services (DCHS), Public Health – Seattle & King County (PHSKC), the Children and Youth Advisory Board, Communities of Opportunity-Best Starts Advisory Board (COO Governance Group), and Initiative Sponsors, in partnership with Cardea Services, have all reviewed the report to ensure alignment, input, and accountability across Best Starts.

Report Requirements

A. Best Starts for Kids Key Focus Areas and Outcomes in 2024

In 2024, Best Starts and funded community partners expanded their reach across the county and achieved positive outcomes for King County families across age groups, races, ethnicities, cultures, and geography. Best Starts partnered with **365 community-based organizations** operating **609 programs** to **directly serve 169,340** individuals and **reached 525,954 children, young people, families, providers, and community members** across King County.

The outcomes from Best Starts strategies are organized into five focus areas: Meeting Families' Needs, Prioritizing Well-being and Mental Health, Cultivating Opportunities for Children and Young People, Strengthening the Workforce, and Building Community Power. For each focus area, this report includes supporting quantitative and qualitative findings from evaluation data and partner reporting. In 2024:

- 99 percent of parents and caregivers served through Community-Based Parenting Supports: Parent-Caregiver Information and Supports reported an increase in social connections.
- 90 percent of participating middle school students received at least one Brief Intervention meeting after identifying a potential concern through the School-Based Screening, Brief Intervention, and Referral to Treatment/Services.
- 80 percent of youth participating in Expanded Learning gained new skills, including in STEM and the arts.

¹ Ordinance 19354. <https://mkcclegisearch.kingcounty.gov/LegislationDetail.aspx?ID=5071765&GUID=A6787DA0-A608-4C10-9D60-20B1232A1C3D&FullText=1>

² 2022 – 2027 Best Starts for Kids Implementation Plan. https://kingcounty.gov/~media/depts/community-human-services/best-starts-kids/documents/Best_Starts_for_Kids_Implementation_Plan_Approved_2021.ashx?la=en

- 89 percent of participants in Workforce Development workshops reported they could apply something they learned to their work.
- 91 percent of child care provider staff surveyed by Lead and Toxics partners reported increased knowledge of blood testing processes and resources available to families.

B. Geographic Distribution of Best Starts for Kids Services

Best Starts reaches children, young people, families, and caregivers across King County. ZIP Codes in which the highest number of Best Starts participants reside typically have more young people, lower opportunity, or both.³ For more detailed information on Best Starts' reach, see Appendix E ZIP Code Data Book, starting on page 69.

C. Best Starts for Kids Fiscal Information

Best Starts invested more than \$137 million in 2024, while navigating persistent inflation, increasing assistance for providers on fiscal reporting requirements, and enacting a change to the Rainy Day fund to allow more funding to be available in the second half of the levy.⁴ Although inflation rates have eased since 2022, Best Starts adopted the DCHS provider inflation rate adjustment policy for contracts in both DCHS and Public Health in late 2024 in response to community feedback.⁵ The goal of this policy is to address the true cost of provider services and advance payment of living wages. As a result, Best Starts now addresses inflation adjustments at time of contracting using universal rate increases and pursues mid-contract adjustments depending on fund availability.

Best Starts' commitment to funded partners extends beyond contract cost adjustments and offering free technical assistance and capacity building consultation. In 2024, Best Starts identified areas to strengthen fiscal infrastructure with the intention of delivering consistent and proactive communication regarding contract requirements, more frequent fiscal trainings, and clear expectations for fiscal site visits. This both helps Best Starts meet County standards for financial transparency and contract compliance and reduces payment challenges for funded partners. The diversity of partners' experience contracting with public entities necessitates ongoing assessment of available supports and continuous quality improvement of those opportunities by King County staff so that providers have the information and tools they need to succeed.

While Best Starts remains on track to spend in alignment with the Implementation Plan, expenses in Capital Projects and Child Care, two new investment areas launched in 2022, are ramping up more slowly than initially expected. For Capital Projects, the original expenditure plan did not account for typical community development construction timelines. Best Starts awarded both 2022 and 2023 funds through competitive procurement, and 2024 funds are scheduled to be fully contracted in 2025. Capital Projects is expected to award its \$50 million allocation by the end of the levy in 2027. However, because

³ Child Opportunity Index (COI) 2.0 Zip Code Data, February 2023.

https://data.diversitydatakids.org/dataset/coi20_zipcodes-child-opportunity-index-2-0-zip-code-data

⁴ Ordinance 19861. <https://mkcclegisearch.kingcounty.gov/LegislationDetail.aspx?ID=6872221&GUID=984B4D1E-D397-4497-85A8-C886918ED955&Options=Advanced&Search=&FullText=1>

⁵ For more information: <https://dchsblog.com/2024/09/16/king-county-dchs-addresses-inflation-and-provider-wages/>

of the uniqueness of capital projects, some of the expenditures are expected to occur after the end of the second levy.

For Child Care, the switch to funding multiple partners delayed the Wage Boost Pilot’s implementation. However, it also resulted in a stronger system that combines the unique skills required to build a sustainable technical infrastructure, respond to the nuances within the child care sector, and incorporate community input. Instead of relying on one partner organization to hold subject matter expertise within the child care sector, administer payments, engage community, and study the impacts of a wage boost, the multi-partner system brings together organizations with specific expertise in each area. This partnership resulted in the launch of a work group to gather on going community input and put the pilot on track to launch applications and distribute payments to workers in early 2025.

The Best Starts fiscal table detailing expenditures by investment area and strategy is available online on the Best Starts for Kids Data Dashboard.⁶ A summary fiscal table at the investment area level is in section C of this report.

D. Investment Changes

Best Starts made no changes to planned strategy-level investments for the 2024 fiscal year, but the 2025 annual budget adopted in late 2024 included increases in investments in future years.

The Best Starts for Kids property tax levy has been a stable revenue source since its passage by the voters. The second levy Implementation Plan instituted a 90-day Rainy Day Reserve, requiring Best Starts to set aside three months’ worth of annual spending to buffer against revenue disruptions. During the 2025 budget process, King County Council approved a shift to a 60-day reserve beginning January 1, 2025, to balance cash flow and revenue stability with meeting known service gaps. This allowed Best Starts to increase investments in Family Ways and Youth Development, for which services could be scaled rapidly to meet increased demand, shore up evaluation capacity needs, and extend COO: Community Partnerships’ storytelling cohort.

E. Feedback from Grantees and Providers

In 2024, Best Starts’ funded partners requested increased opportunities to gather in person and shared the need for greater language access. In response, Best Starts prioritized in-person events to facilitate relationship-building, resource sharing, and collaborative learning among partners and Best Starts staff. This resulted in increased collaboration across organizations, allowing them to better serve their communities. Best Starts also focused additional time and resources on improving language access across strategies to meet growing community needs.

F. Best Starts for Kids Data and Evaluation

To complement Best Starts’ performance measurement, narrative reporting, and data capacity building across programs, Best Starts funds in-depth evaluation for select strategies and investment areas. Key

⁶ Best Starts for Kids Data Dashboard. <https://kingcounty.gov/en/dept/dchs/human-social-services/community-funded-initiatives/best-starts-for-kids/dashboard-data-reports>

findings from 2024 evaluation reports are found in Section F. Readers can explore data further by visiting the Best Starts for Kids Data Dashboard.⁷

Additional Information Available on the [Best Starts for Kids Dashboard](#)

Best Starts evaluates all strategies and programs and maintains an interactive data dashboard. This report integrates data highlights. Readers can explore data further by going to the Best Starts for Kids Data Dashboard. The dashboard:

- Provides detailed information on Best Starts' geographic reach within King County
- Provides customizable views of data by individual strategies and their programs
- Shares more detailed fiscal data, including for individual strategies
- Has new updates for 2024, including:
 - Additional overview of levy-wide results
 - New analysis in "What we're learning" tab
 - Expanded "Changing systems" tab

G. Children and Youth Advisory Board Consultation and the Communities of Opportunity Governance Group Review

Members of the King County Children and Youth Advisory Board and the COO Governance Group reviewed a draft of this report in April 2025, in recognition of these bodies' advisory roles for Best Starts as described in KCC 2A.300.510 and KCC 2A.300.521.⁸

Conclusion/Next Actions

Best Starts' approach provides opportunities for healthy development that focus on promotion, systems change, and prevention and early intervention across a child's lifespan, from prenatal support to early adulthood. Families, children, and communities are inherently interconnected. Consequently, Best Starts seeks to create change through immediate individual impact as well as sustainable systemic impact.

In 2024, Best Starts invested in 609 programs across the county, including 178 new programs, expanding its reach to 525,954 children, young people, families, providers, and community members and creating positive impacts to provide King County's children with the best start in life. This report highlights concrete examples of how Best Starts strategies supported positive changes in the health, well-being, and relationships of young people and families. These successes occurred in part because of the way partners demonstrated cultural responsiveness by acknowledging and meeting participants' cultural and

⁷ Best Starts for Kids Data Dashboard. <https://kingcounty.gov/en/dept/dchs/human-social-services/community-funded-initiatives/best-starts-for-kids/dashboard-data-reports>

⁸ KCC 2A.300.510 and KCC 2A.300.521. https://aqua.kingcounty.gov/council/clerk/code/05_Title_2A.htm

language access needs. Funded partners also created opportunities for communities and young people to help shape and deliver programs, participate in civic engagement, and lead systems change efforts.⁹

In 2025, Best Starts will reprocure funds for several strategies, opening opportunities for new community partners while strengthening relationships with existing partners through re-investment. The average number of applications for each procurement nearly doubled between 2023 and 2024, rising from 35 to 63 applications per procurement. Best Starts anticipates that this trend will continue in 2025 as partners and communities experience growing systemic and structural barriers to funding and services. The high number of applicants for Best Starts funds also may reflect organizations' increasing capacity to apply for Best Starts funds because of the Best Starts technical assistance offered to all applicants, and growing interest among providers in being a Best Starts funded partner.

In the midst of the fear and uncertainty that many communities are experiencing in King County regarding actions at the federal level, Best Starts serves a vital local role, enabling the County to respond to consistent and evolving community needs while responsibly stewarding public dollars. In 2025, Best Starts will continue responsible management of investments, leading with integrity and an explicit commitment to anti-racism.

Background

Best Starts for Kids Overview

Best Starts for Kids is King County's community-driven initiative to support every baby born and child raised in King County to reach adulthood happy, healthy, safe, and thriving. Best Starts is committed to racial equity and justice and strives to ensure that neither ZIP Code, nor family income predicts whether people have lives of promise and possibility, while advancing anti-racist systems and policies to better serve families across King County. Many Best Starts' funded partners center the experiences and voices of Black, Indigenous, and People of Color (BIPOC) in their projects and programs, recognizing that one's sense of belonging is core to programmatic success.¹⁰ Best Starts' holistic approach supports young people in achieving their full potential and growing successful relationships with self, family, caregivers, teachers, providers, and community.

Partners use Best Starts funding to create and strengthen programs to respond to community needs. When families and communities have what they need to give their kids the best possible start:

- **Babies** are born healthy with the foundation for a happy, healthy life.
- **Young people** have equitable opportunities to be safe, healthy, and thriving.
- **Communities** offer safe and welcoming environments for their young people.

⁹ For more information, see the "What we're learning" tab of the Data Dashboard.

<https://kingcounty.gov/en/dept/dchs/human-social-services/community-funded-initiatives/best-starts-for-kids/dashboard-data-reports>

¹⁰ Best Starts and partners acknowledge that not all communities represented in this report identify with Black, Indigenous, and People of Color (BIPOC) as a meaningful identifier or lived experience. Where possible, Best Starts identifies people and communities how they identify themselves (such as Black and Brown children, students of color, communities of color and so on).

Best Starts works toward this vision with community partners in the following investment areas:¹¹

- **Child Care (CC):** Offers subsidies for families to make this service more affordable and invests in the child care workforce so that workers are well-compensated and supported.
- **Investing Early (IE):** Builds a robust system of programs for pregnant people, babies, young children, and their families and caregivers, meeting them where they are: at home, in the community, and wherever children receive care.
- **Sustain the Gain (SG):** Provides school- and community-based opportunities for children and young people to enhance their social-emotional development and mental well-being through connection with peers and supportive adults in and out of school.
- **Youth and Family Homelessness Prevention Initiative (YFHPI):** Provides concrete resources and case management to prevent families and young people from losing stable housing.
- **Communities of Opportunity (COO):** Invests in communities by strengthening partnerships, sharing knowledge, and building capacity in communities to change systems and policies to create fair and lasting conditions in housing, health, and economic opportunities for children and their families.
- **Capital Projects (CP):** Improves and creates physical community spaces to equitably expand access to high-quality programs and services for children, young people, and families.
- **Technical Assistance and Capacity Building (TACB):** Offers assistance to community organizations applying for Best Starts funding and strengthens funded partners' organizations and programs.

Best Starts for Kids' Approach

Best Starts contributes to positive outcomes for children through the principles of promotion, prevention, early intervention, and policy and systems change (Figure 1, next page). Promotion continues to be a cornerstone for Best Starts strategies, followed by prevention and early intervention. Best Starts also focuses on policy and systems change to ensure lasting and sustainable multigenerational progress. By providing comprehensive opportunities for children, young people, families, and caregivers, Best Starts catalyzes strong starts in early childhood and sustains those gains as children progress into adulthood and community life.

¹¹ 2022 – 2027 Best Starts for Kids Implementation Plan.

https://kingcounty.gov/~media/depts/community-human-services/best-starts-kids/documents/Best_Starts_for_Kids_Implementation_Plan_Approved_2021.ashx?la=en

Figure 1. Best Starts for Kids Principles



Founded in community, Best Starts commits to learning alongside partners, implementing new, innovative approaches, and growing with partners to expand reach and impact. This approach includes co-creating evaluation plans and ongoing monitoring of program implementation and contract deliverables.

Department Overview

DCHS and PHSKC share an important vision grounded in the King County Strategic Plan: All King County residents achieve optimal health and well-being and communities thrive.¹² Best Starts funds equitable and comprehensive programs that span infancy through young adulthood. DCHS and PHSKC jointly administer the Best Starts initiative to realize this vision.

DCHS provides equitable opportunities for King County residents to be healthy, happy and connected to community. The Department envisions a welcoming community that is racially just, where the field of human services exists to undo and mitigate systemically inequitable structures. DCHS plays a leading role, along with a network of community providers and partners, in creating and coordinating the region's human services infrastructure. DCHS stewards revenue from the Veterans, Seniors, and Human Services Levy (VSHSL), Best Starts for Kids (Best Starts) Levy, MIDD behavioral health sales tax fund (MIDD), Crisis Care Centers (CCC) levy, Health Through Housing sales tax, and Puget Sound

¹² The King County Council approved the King County Strategic Plan by Ordinance 16897 in 2010, and adopted the corresponding vision, mission, guiding principles, goals, and priorities by Motion 14317 in 2015.
<https://kingcounty.gov/en/dept/executive/governance-leadership/performance-strategy-budget/king-county-strategic-plan>

Taxpayer Accountability Account (PSTAA), along with other state and federally directed revenues.^{13, 14, 15, 16}

PHSKC envisions health, well-being, and racial equity, every day and for everyone in King County. The department works to promote and improve the health and well-being of all people in King County by leading with racial equity and changing systems and structures that impact health. PHSKC protects the public from threats to their health, promotes better health, and helps ensure people have accessible, quality health care.¹⁷

Legislative History, Policy Goals, and Annual Reporting Requirements

In 2015, King County voters approved the first Best Starts for Kids levy to fund strategies that improve the health and well-being of children, young people, families, and communities. Six years after Ordinance 19267 passed, King County voters approved King County Proposition No. 1 to renew the Best Starts for Kids levy through 2027.¹⁸ In accordance with Ordinance 19267, the Executive transmitted to the Council for review and adoption, an implementation plan that identified the strategies for funding, outcomes for achieving, and frameworks to measure the performance of levy strategies. Ordinance 19354 adopted the Best Starts for Kids Implementation Plan.¹⁹ Ordinance 19267 and Ordinance 19354 require an annual report on levy expenditures, services, and outcomes to the Council by July 15 of each year.

Key Historical Context and Current Conditions

With the second Best Starts levy's launch in 2022, Best Starts committed to shoring up its foundational strategies and expanding into new investment areas. Now at the midpoint of the second levy, these goals are coming to fruition as community partners continue to solidify their organizational infrastructure to more effectively deliver services and contribute to systems and policy change.²⁰

¹³ Best Starts for Kids Levy. <https://kingcounty.gov/en/dept/dchs/human-social-services/community-funded-initiatives/best-starts-for-kids>

¹⁴ The MIDD behavioral health sales tax fund is also referred to as the Mental Illness and Drug Dependency fund. <https://kingcounty.gov/en/dept/dchs/human-social-services/community-funded-initiatives/midd-behavioral-health-tax>

¹⁵ Health Through Housing sales tax. <https://kingcounty.gov/en/dept/dchs/human-social-services/community-funded-initiatives/health-through-housing>

¹⁶ Puget Sound Taxpayer Accountability Account. <https://kingcounty.gov/en/dept/dchs/human-social-services/community-funded-initiatives/pstaa>

¹⁷ Public Health Seattle King County Strategic Plan. <https://kingcounty.gov/en/dept/dph/about-king-county/about-public-health/strategic-planning>

¹⁸ Ordinance 19267. <https://aqua.kingcounty.gov/Council/Clerk/OldOrdsMotions/Ordinance%2019267.pdf>

¹⁹ Ordinance 19354. <https://mkcclegisearch.kingcounty.gov/LegislationDetail.aspx?ID=5071765&GUID=A6787DA0-A608-4C10-9D60-20B1232A1C3D&FullText=1>

²⁰ In 2024, 123 Best Starts funded partners received nearly 9,000 hours of Capacity Building support from 15 Best Starts consultants. <https://kingcounty.gov/en/dept/dchs/human-social-services/community-funded-initiatives/best-starts-for-kids/dashboard-data-reports>

Responding to Community Needs

Best Starts works to provide opportunities and connections to community members and partners beyond funding. For example, many funded partners described a need to identify additional funding sources to ensure diverse and sustainable finances. In response, Best Starts began identifying and sharing a monthly list of non-Best Starts funding opportunities in 2024 and it is one of the most popular blog series.²¹ The initiative also invested in strengthening King County's nonprofit sector through in-person co-learning and capacity building, resulting in more robust relationships among partners, which is essential for sharing information and resources.

In 2024, Best Starts explicitly focused its equity work on anti-racism. The initiative's unwavering commitment to anti-racism has been critical in ensuring that Best Starts is working toward a more just King County for all residents, especially communities that have been, and continue to be, harmed by systemic racism. Beginning in 2023, Best Starts worked with an external expert to incorporate anti-racism into all aspects of Best Starts. This included building a shared knowledge base, establishing a leadership cohort, and providing opportunities for all staff learning. This work has continued to grow and influence the way Best Starts as an initiative develops processes and systems, and Best Starts team interactions.

Racism, the lingering effects of the COVID-19 pandemic, and other stressors identified by community-led data projects like social isolation and barriers to healthcare and transportation, are weighing heavily on King County youth and their families.²² Best Starts has several strategies to support young people's mental health and well-being through both direct services and systems change that increase access to protective factors.²³

Best Starts Collaborations

In 2024, the Youth Bill of Rights Taskforce created the King County Youth Bill of Rights (YBOR) with the support of Best Starts, collecting 4,000 comments from young people across the county. The YBOR seeks to elevate youth voice in the County's policymaking and bring awareness to issues affecting young people in the region. The YBOR outlines the following areas as top priorities: 1) Basic Needs & Wellbeing; 2) Community & Belonging; 3) Education & Learning; 4) Equity & Social Justice; 5) Health; 6) Recreation & Sports; 7) Safety & Security; 8) the Environment; 9) Transportation; and 10) Youth Voice.²⁴ In January 2025, the King County Council voted to adopt the Youth Bill of Rights by Motion 16722.²⁵

In the spirit of collaboration and innovation, Best Starts also partnered with the MIDD Behavioral Health Sales Tax Fund and released a funding opportunity in 2024 to support diverse healers in behavioral health. This cross-initiative, cross-departmental effort to center diverse communities in entering and increasing representation within the broader youth mental health and healing fields. It seeks to fund

²¹ Non-Best Starts funding blog posts see an average of 830 views per post, compared to roughly 340 views for other blog posts.

²² For more details, see *Community-Led Data in King County —December 2024* in Section F, p. 37-39.

²³ Families Thrive. https://beststartsblog.com/wp-content/uploads/2024/08/Families-Thrive_FINAL.pdf

²⁴ King County Youth Bill of Rights. <https://dchsblog.com/wp-content/uploads/2024/08/King-County-Youth-Bill-of-Rights-Formatted-11x17-07102024.pdf>

²⁵ Motion 16722. <https://aqua.kingcounty.gov/council/clerk/OldOrdsMotions/Motion%2016722.pdf>

creative ideas and approaches that support diverse youth mental health providers, healers, and wellness supporters connected to LGBTQIA and BIPOC communities and support retention of diverse providers, healers, and general supporters of youth mental health within the field.²⁶

Across the country, the need to support the youngest residents continues to be a priority. Several important children’s fund initiatives passed in 2024, including in Whatcom (Washington) and Travis (Texas) Counties, with Best Starts providing thought partnership and learnings from the past 10 years through participation in the Children’s Funding Project and additional conversations with interested jurisdictions.^{27, 28} These conversations expand the influence of Best Starts beyond King County, and outside Washington State, as local governments recognize Best Starts as a model for leveraging local impact to effect broader systems change.^{29, 30}

Federal Context and Need for Best Starts Funding

The end of 2024 brought the results of the national election and a new administration’s promises to dismantle long-standing institutions and agencies that the people of King County rely upon for their health and well-being. This shift, coupled with vitriolic anti-immigrant, anti-equity, and racist rhetoric, has contributed to a rise in anxiety among Best Starts’ focus communities.

With the threat of federal funding cuts, the ending of COVID-19 related funding, and increasing community need amid rising costs of living, Best Starts observed a large increase in responses to funding proposal requests in 2024 compared to previous years, with 13 procurement processes resulting in a total of 816 applicants compared to eight funding opportunities in 2023 receiving 282 applications. Best Starts expects that these numbers will continue to increase in 2025 as many strategies reprocore and the reality of the funding landscape becomes clearer. Best Starts is in the process of reviewing its proposal process to ensure that funding opportunities are clear and specific. Best Starts works to build long-term sustainable supports for the community and recognizes that this initiative is part of a broader, cross-sector effort.

Report Methodology

Best Starts and community partners work together to gather data and feedback regularly. Best Starts evaluators analyzed quantitative and qualitative data from performance measures and narrative reports from funded partners to capture Best Starts’ work in 2024. Best Starts staff also gathered feedback

²⁶ King County’s investments in the mental health and well-being workforce.

<https://beststartsblog.com/2024/09/03/king-countys-investments-in-the-mental-health-and-well-being-workforce/>

²⁷ Whatcom Healthy Children’s Fund. <https://www.whatcomcounty.us/4069/Healthy-Childrens-Fund>

²⁸ Travis County Voter Approved Child Care and Out of School Time Fund. <https://services.austintexas.gov/edims/document.cfm?id=444874#:~:text=On%20November%205%2C%202024%2C%20Travis,and%20develop%20and%20administer%20related>

²⁹ Investing Early in Child Well-Being Gives King County Kids the “Best Start.” <https://childrensfundingproject.org/update/investing-early-in-child-well-being-gives-king-county-kids-the-best-start/>

³⁰ 2025 Children’s Funding Institute. <https://childrensfundingproject.org/wp-content/uploads/2025-Childrens-Funding-Institute.pdf>

continuously throughout the year, focusing on where partners needed support and how Best Starts is already addressing identified needs. Findings inform how Best Starts invests in partners moving forward.

In 2024, Best Starts staff contracted Cardea Services to conduct discussion groups with program managers across investment areas. The discussion groups centered on key focus areas: 1) Meeting Families' Needs; 2) Prioritizing Well-being and Mental Health; 3) Cultivating Opportunities for Children and Young People; 4) Strengthening the Workforce, and 5) Building Community Power. Best Starts staff and Cardea Services designed the discussion groups to encourage sharing across investment areas and to understand greater details about the synergistic strengths and accomplishments of each strategy toward Best Starts' common goals.

Best Starts staff and Cardea Services created this report in collaboration, using performance measures, narrative reports, and these discussion group findings. This report summarizes the results. A comprehensive look at the data is available at the Best Starts for Kids Data Dashboard, with detailed geographic data also provided in Appendix E.³¹ For detailed partner feedback by strategy, please see Appendix D.

³¹ Best Starts for Kids Data Dashboard. <https://kingcounty.gov/en/dept/dchs/human-social-services/community-funded-initiatives/best-starts-for-kids/dashboard-data-reports>

Report Requirements

This annual report summarizes the activities of the Best Starts for Kids initiative through the end of 2024 and fulfills the reporting requirements in Ordinance 19267, Ordinance 19354, and the Best Starts for Kids Implementation Plan 2022 – 2027.^{32, 33, 34} Specifically, this document includes summaries of the accomplishments and effectiveness of the Best Starts for Kids levy in 2024 as well as the financial information, including the distribution of participants and expenditures by ZIP Code and investment area. In addition, the Best Starts for Kids Data Dashboard contains customizable data views and greater geographic and financial detail, organized by section and investment area.³⁵

A. Best Starts for Kids Key Focus Areas and Outcomes in 2024

Best Starts for Kids Key Focus Areas

Best Starts invests in eight areas, including Child Care, Investing Early, Sustain the Gain, Youth and Family Homelessness Prevention Initiative, Communities of Opportunity, Capital Projects, Technical Assistance and Capacity Building, and Data and Evaluation. Across these investment areas, five key focus areas can summarize Best Starts programming and results in 2024:

- **Meeting Families' Needs** to support families' safety and stability.
- **Prioritizing Well-being and Mental Health** to support the family unit and the whole community.
- **Cultivating Opportunities for Children and Young People** to support their goals in education and employment.
- **Strengthening the Workforce** to support a sustainable, robust, skilled, and well-compensated workforce to meet the needs of babies, children, and families.
- **Building Community Power** to support long-term equitable systems change and organizational infrastructure.

Best Starts Outcomes

In 2024, Best Starts partnered with 365 community-based organizations operating 609 programs to directly serve 169,340 individuals, and reach 525,954 children, young people, families, providers, and community members across King County. Best Starts ran 10 Request for Proposal (RFP) processes in 2024, which resulted in 178 new contracts for funded programs.

This report contains examples of Best Starts' impact on King County's young people, families, and communities in concrete and systemic ways. As Best Starts comes to the midpoint of the second Best Starts levy, it continues to improve systems inside and outside the county. Best Starts continues to streamline existing funding processes to ensure equitable access and responsible stewardship of public dollars.

³² Ordinance 19267. <https://aqua.kingcounty.gov/Council/Clerk/OldOrdsMotions/Ordinance%2019267.pdf>

³³ Ordinance 19354. <https://mkcclegisearch.kingcounty.gov/LegislationDetail.aspx?ID=5071765&GUID=A6787DA0-A608-4C10-9D60-20B1232A1C3D&FullText=1>

³⁴ Best Starts for Kids Implementation Plan, p. 58. https://kingcounty.gov/~media/depts/community-human-services/best-starts-kids/documents/Best_Starts_for_Kids_Implementation_Plan_Approved_2021.ashx?la=en

³⁵ Best Starts for Kids Data Dashboard. <https://kingcounty.gov/en/dept/dchs/human-social-services/community-funded-initiatives/best-starts-for-kids/dashboard-data-reports>

Meeting Families' Needs



Figure 2. Family at Mother Africa's community event

Best Starts Strategies for Meeting Families' Needs

- Child Care Subsidy (CC)
- Community-Based Parenting Supports (IE)
- Help Me Grow (IE)
- Home-Based Services (IE)
- Parent Child Health Services (IE)
- Positive Family Connections (SG)
- Youth Family Homelessness Prevention Initiative (YFHPI)

Knowing where to turn to for resources can help alleviate day-to-day stressors exacerbated by rising living costs and unmet needs. The wide variety of services provided by the strategies listed above are essential to building a stable foundation that benefits the entire community. These Best Starts programs are connecting families to tangible supports and culturally rooted services, boosting families' knowledge of parenting and child development, and increasing social connection.³⁶ For example, in 2024:

- 76 percent of primary caregivers who received a Child Care Subsidy reported improved well-being after receiving the subsidy.
- 99 percent of parents and caregivers served through Community-Based Parenting Supports: Parent-Caregiver Information and Supports reported an increase in social connections.
- 100 percent of families in Help Me Grow reported an improvement in protective factors.³⁷
- Home-Based Services and Community-Based Parenting Supports launched a joint RFP to address community concerns about domestic violence, highlighting the value of cross-strategy collaboration.

³⁶ Culturally rooted services refers to services connected to a specific culture's traditions, values, and beliefs.

³⁷ Protective factors refer to an interwoven set of supports that address basic and social needs. Best Starts measures the following protective factors: Family resilience, social supports, knowledge of parenting and child development, concrete supports, and caregiver/practitioner relationship. See more at: https://beststartsblog.com/wp-content/uploads/2024/04/CRMT-PF_Handout_PFOverview-QuestionAlignment_Mar2024.pdf

Connecting Families to Tangible Supports and Culturally Rooted Services

Help Me Grow partners with local community organizations to connect families and caregivers of young children to the resources they need, when and how they need it. In 2024, this strategy assisted 1,284 parents and caregivers through making **5,874 connections to opportunities for building social relationships**, making **educational referrals** for both adults and children, and **sharing information** on pertinent topics such as toxic stress in families.³⁸

Child Care Subsidy partners with community-based organizations to administer subsidies that support the cost of child care at licensed centers and family child care sites for families of children aged birth to 12 years. In 2024, Child Care Subsidy helped **974 families** afford child care for **1,618 children**, resulting in **87 percent** of primary caregivers **reporting a positive change in their career or education**.^{39,40}

The Youth and Family Homelessness Prevention Initiative engages with and connects families and young people to flexible financial assistance to reduce imminent risk of housing loss and case management.⁴¹ In 2024, **934 households enrolled** in the program; **94 percent stayed housed six months after exiting the program**. Rother Rashid, a Program Manager at Partner in Employment, explained how the program keeps clients stably housed by connecting them to one-time rental assistance programs, stating that the *“rental assistance program has been dedicated to advocating for and supporting refugees and immigrants to prevent homelessness. This effort includes enhancing housing stability, improving access to essential services, and facilitating workforce entry and job training in high-wage industries.”*

“Voices of Tomorrow has played a crucial role in helping numerous families secure child care subsidies and connect with licensed providers. Many of these families faced significant barriers, including limited access to technology, language challenges, and an overwhelming application process. Through dedicated outreach and personalized, one-on-one support, we ensured that families — especially those needing bilingual assistance — could successfully navigate the system... Once their subsidies were approved, families expressed deep gratitude, sharing how this support lifted a major burden and allowed them to focus on their employment and overall well-being.”

– Nora Al Gwahery, Provider Support & Education Manager, Voices of Tomorrow (Child Care Subsidy Partner)

³⁸ Best Starts Strategy One-Pagers. https://drive.google.com/file/d/1_VKHUK5ucRIZOffjL9eCdIgjXoa_-XUM/view

³⁹ Best Starts Strategy One-Pagers. <https://drive.google.com/file/d/1lGFAdDmm8vKB8Zatc9ifHID0cwgJkhf1/view>

⁴⁰ The number of children receiving the child care subsidy is lower than initially anticipated because Best Starts adjusted the subsidy amount to account for the rising cost of child care.

⁴¹ Best Starts Strategy One-Pagers. https://drive.google.com/file/d/1sBG10s5iV_NcY4diqGkhGpcpuQ9hK1Mq/view

Boosting Families' Knowledge of Parenting and Child Development

Home-Based Services offer relationship-based support by trained Home Visitors for expecting families and families of children birth to age five years.⁴² In 2024, **1,813 caregivers participated in 48,513 visits** using nationally implemented or community-designed models, building their knowledge of parenting and child development, and **99 percent of parents and caregivers in the community-designed models reported increased knowledge of parenting and child development.**

Through an array of programs, Community-Based Parenting Supports provides community-centered, peer-based services to strengthen protective factors, mitigate risk, and increase health, safety, and social-emotional well-being of pregnant people, parents, and caregivers of children birth to age five.^{43, 44} In the Kaleidoscope Play and Learn groups, **1,830 parents attended, and 86 percent reported an increase in knowledge or skills to prepare their children for kindergarten.** Kaleidoscope Play and Learn Program Manager Nichole Flores shared that caregivers have *“observed significant growth in both children and caregivers through participation in the program. Children have become more confident, engaging with other kids, trying new activities, and staying focused on tasks for longer periods. Caregivers have also gained more confidence in their roles, underscoring the program's positive influence on families.”*

“Many [parents] have shared that they feel empowered to be more present in their children's lives, equipped with the skills to support their emotional, social, and physical growth. Parents often recommend our program to friends and family, knowing how positively it has impacted their lives. Through our work, we have seen the ripple effect of positive change: not only are children thriving, but families are growing stronger, more connected, and better equipped to navigate the challenges of life. The feedback we receive consistently confirms that our program is making a meaningful difference, one family at a time.”

– Mohamed Ugas, Programs Director,
East African Community Services
(Home-Based Services Partner)

⁴² Best Starts Strategy One-Pagers. <https://drive.google.com/file/d/16uSf8pCunwQEHqajsdMRtuoqB5zrjdyy/view>

⁴³ Best Starts Strategy One-Pagers. https://drive.google.com/file/d/1zcEAPD-Et8MujUG_548zQPhtVaH4djtf/view

⁴⁴ Youth Thrive: A Framework to Help Adolescents Overcome Trauma and Thrive. <https://acycpjournal.pitt.edu/ojs/jcycw/article/view/70/54>

Increasing Social Connection

Positive Family Connections focuses on strengthening and building positive relationships between children and young people ages five to 24, their families, and their caregivers through services including intergenerational healing circles, kinship care support groups, and educational workshops for families about child and youth development.⁴⁵ In 2024, the strategy enrolled **1,930 parents and caregivers and 1,076 young people. Ninety-nine percent of parents and caregivers and 98 percent of young people reported increased connection** to peers, family, culture, or community. In addition, Positive Family Connection mini-grant recipients served 2,144 community members through services such as family wellness and self-care workshops, intergenerational cultural events, and mental health supports, further solidifying social connections within King County communities.

"[The back-to-school event] created a supportive environment for families to come together, share their thoughts, and provide mutual support. Parents reported that the experience fostered a sense of community. One parent said 'We were able to share our fears and concerns about our children's education, which helped us support each other outside the program.'"

– Sahar Alarasi, Program Supervisor,
Mother Africa (Positive Family
Connections Partner)

Parent Child Health Services: Family Ways supports pregnant people, parenting families, and children up to age five to promote family health and wellness.⁴⁶ Family Ways works one-on-one with clients on family-identified priorities to achieve participant-identified goals such as finding employment, childcare, mental health resources, and addressing nutritional concerns. Focus populations include American Indian/Alaska Native, Native Hawaiian/Pacific Islander, and U.S. born Black/African American. All services are culturally rooted, participant-centered, and strengths-based. The team includes peer community specialists, a public health nurse, a social worker, and a registered dietician. In 2024, **Best Starts enrolled 198 participants** in the Family Ways program and **provided parenting or pregnancy education and support to 115 participants. Ninety-eight percent** of participants indicated they would **recommend the program to a friend or family member.**

⁴⁵ Best Starts Strategy One-Pagers.

<https://drive.google.com/file/d/1HwtiO6tCNB308MpDRfcNT0wpberMOhR1/view>

⁴⁶ <https://kingcounty.gov/en/dept/dph/health-safety/health-centers-programs-services/maternity-support-wic/family-ways>

Prioritizing Well-being and Mental Health



Figure 3. Participants at the Infant and Early Childhood Mental Health Community of Practice – Transformation, Healing, and Liberation in Reflective Practice

Best Starts Strategies for Prioritizing Well-being and Mental Health

- Community Well-being Initiative (SG)
- Child and Adolescent Immunizations (SG)
- Early Support for Infants and Toddlers (IE)
- Systems Building for Infant and Early Childhood Mental Health (IE)
- Liberation and Healing (SG)
- Parent Child Health Services (IE)
- School-Based Screening, Brief Intervention and Referral to Treatment/Services (SG)
- School-Based Health Centers (SG)
- Universal Developmental Screening (IE)

The commitment to child and family well-being is foundational to Best Starts, and this includes physical and mental health at all stages of life. The nine Best Starts strategies listed above prioritize well-being and mental health while celebrating cultural roots. These strategies highlighted language access as an urgent need. For example, Early Support for Infants and Toddlers interpreters supported 48 spoken languages and one sign language. In 2024:

- 73 percent of families who received a referral to developmental services through the Universal Developmental Screening Family-Centered Developmental Programs went on to establish a service connection with a provider.
- 90 percent of middle school students received at least one Brief Intervention meeting after identifying a potential concern through the School-Based Screening, Brief Intervention, and Referral to Treatment/Services.
- 94 percent of youth leaders who participated in the Community Well-being Initiative reported knowing how to access culturally relevant mental health supports when they need them.

Working to Counter the Tangible Impacts of Racism

Parent Child Health Services: Infant Mortality Prevention Network funds community collaborations to eliminate racial disparities in infant deaths and improve birth outcomes in the communities experiencing the highest rates of infant mortality, specifically the American Indian and Alaska Native (AI/AN) and Black communities.^{47, 48} In 2024, the Network **provided 6,558 services**, including nutritional supports, healthcare, and family planning, within communities experiencing the highest rates of infant mortality. **Among 177 pregnant patients served, 161 reported healthy birth outcomes**, meaning babies were neither miscarried, premature, nor had low birth weight.

Through community-based partnerships, Liberation and Healing: TRACE strives to create humane systems that support healing and improve the overall social and emotional well-being of young people and families in a way that mitigates inequities. The program works towards this goal by providing enhanced trauma response services for children, young people, and family members who have experienced an adverse community event and/or are experiencing systems of trauma as a result of childhood experiences. **Eighty-two percent of families who received a basic needs referral were able to meet a basic need** such as housing or food access.

“The Infant Mortality Prevention Network moms’ mini retreats are often a great opportunity for the caregivers to ... [connect] and share real life examples and experiences amongst themselves. For the 2024 moms’ mini retreats, our theme was on family bonding, specifically for caregivers post-partum or the newborn babies with other older babies in the family ... They talked about incorporating different (cultural) nutrition, exercise and healing practices post-partum and how families had to bond by intentionally creating communities for themselves and their babies in the US.”

– Carol Gicheru, Program Manager,
Mother Africa (Infant Mortality
Prevention Network Partner)

⁴⁷ Best Starts for Kids Blog. <https://beststartsblog.com/2022/03/28/now-accepting-applications-for-the-infant-mortality-prevention-network-rfa-apply-by-april-19/>

⁴⁸ Public Health – Seattle & King County, 2024/2025 Community Health Needs Assessment. <https://kingcounty.gov/en/dept/dph/about-king-county/about-public-health/chna>

Meeting Physical Health, Mental Health, and Developmental Needs

“One notable achievement was helping a family with a 4-year-old child who had been on a waitlist for speech therapy for over a year. Through VFAAB’s expanded partnerships, we connected the family to a bilingual therapist [and within six months] the child demonstrated significant improvements in communication skills including transitioning from nonverbal communication to speaking simple phrases ... the support not only benefited their child’s development, but also eased their stress and empowered them with tools to advocate for their child’s needs.”

– Ben Nguyen, Program Manager, Vietnamese Family Autism Advisory Board (Universal Developmental Screening Partner)

Universal Developmental Screening provides information, training, tools, and connections among providers to ensure all King County children receive or have access to culturally appropriate, high quality developmental screening.⁴⁹ In 2024, Best Starts partners **directly screened 1,455 children for developmental progress, making 1,576 connections to needed services.**

One such service is Early Support for Infants and Toddlers (ESIT), which promotes equitable outcomes for families with children birth to age three who have developmental delays or disabilities.⁵⁰ In 2024, ESIT **served 6,974 children, 79 percent of whom made progress in their social-emotional development.**

School-Based Health Centers (SBHC) ensure students can access high quality, culturally relevant medical care, mental health care, and in some cases, dental care in school.⁵¹ This increased access supports their overall well-being and educational success. In 2024, BSK funds contributed to SBHC programs that **served 3,587 students, a 42 percent increase from the prior school year.** This increase is primarily due to the opening of an SBHC in the Auburn school district.

Katherine Gudgel, Director of Community Programs at

HealthPoint, illustrated the positive impacts of SBHCs on students, their families, and the broader school community: *“The athletic director ... explicitly thanked us for changing the face of their sports programs. By providing access to sports physicals ... at the SBHC, more children from families with barriers to accessing sports physicals were able to compete on their high school teams.”*

School-Based Screening, Brief Intervention, and Referral to Treatment/Services (SB-SBIRT) provides a structured approach to promoting social and emotional health and preventing substance use for middle and high school students. In 2024, SB-SBIRT partners **screened 11,834 middle and 2,610 high school students for behavioral health needs** as a result of Best Starts’ investments.^{52, 53} SB-SBIRT partners also prioritized cultural and linguistic access by making the screening tool available to students in **22 languages**, with audio options coming in 2025.

⁴⁹ Best Starts Strategy One-Pagers. <https://drive.google.com/file/d/1SZCmNNjJHQfn3Wr87uSTS4Cymvkza5U1/view>

⁵⁰ Best Starts Strategy One-Pagers. <https://drive.google.com/file/d/14u-odx2I5U2C9qtuIDID03dgUe93fjty/view>

⁵¹ Best Starts Strategy One-Pagers. <https://drive.google.com/file/d/1DMJxsGzLz8UM0W7YrFfinbOohT6w1Yv8/view>

⁵² Best Starts Strategy One-Pagers. <https://drive.google.com/file/d/1WKJca2kGrNlojMLRcOjFHCd76h7ukRGA/view>

⁵³ These numbers represent students served through braided Best Starts and MIDD funds. SB-SBIRT providers served an additional 3100 students solely through MIDD investments.

Increasing Understanding and Awareness of Physical and Mental Health

Child and Adolescent Immunizations activities increase vaccine awareness and knowledge, vaccine demand and referral to care, and engagement with health topics through the work of youth advocates.⁵⁴ In 2024, Child and Adolescent Immunizations' Youth-Led Health Education program **increased the number of student-led events to 29, almost five times as many as the previous year.**

The Community Well-Being Initiative builds community capacity to share resources and deliver culturally relevant programming on emotional health and well-being to reduce stigma associated with mental health topics and to reinforce compassion, connection, and care in communities.⁵⁵ In 2024, this initiative **held 121 community outreach activities and program events and 95 trainings** with young leaders, community members, and providers. **Forty three percent of young people reported increased comfort discussing mental health topics** with friends and family after participating in the program.

"Our yoga, art, and community cafeteria events were aimed to help youth in the ... community better connect to themselves and their mental health post [COVID-19]. Many of the youth we talked to found themselves struggling to talk about mental health with their peers or family in an authentic manner. During our events we encouraged conversations about where people were mentally and how the pandemic affected/continued to affect them. The activities we hosted helped folks find ways to better tend to their mental, physical, and spiritual health."

– Cameryn Tam, Environmental Stewardship Specialist, Resiliency Series (Community Well-Being Initiative Partner)

Promoting Positive Relationships Between Families and Service Providers

Systems Building for Infant and Early Childhood Mental Health focuses on improving social and emotional outcomes of young children birth to age five through training and reflective practice approaches for providers.^{56, 57} These offerings strengthen the ability of caregivers and providers to support children to build close relationships with adults and peers. In 2024, **184 providers participated in 18 workshops** in which **98 percent of participants** reported they **could apply something they learned to their work**. In addition, **65 providers participated in 55 reflective practice sessions** in which **88 percent of participants** reported increased capacity to reflect on their work.

⁵⁴ Best Starts Strategy One-Pagers. https://drive.google.com/file/d/1PW5VpZktTLT_1rbsoEoTriikBqZxb0kD/view

⁵⁵ Best Starts Strategy One-Pagers. <https://drive.google.com/file/d/1QedKL82jKlEXdaHkYm7QGFUq1sRNJC-l/view>

⁵⁶ The term "reflective practice" is an approach that centers connecting the head, heart, and the hands in all aspects of caregiving, giving providers the ability the stop and reflect about how work is being done, how policies are created, and families are being served.

⁵⁷ Best Starts Strategy One-Pagers. https://drive.google.com/file/d/1YB4XH5Rc7M_42jlbFhw81_zn5-vvhl5X/view

Cultivating Opportunities for Children and Young People



Best Starts Strategies for Cultivating Opportunities for Children and Young People

- Expanded Learning (SG)
- School-to-Work (SG)
- Stopping the School-to-Prison Pipeline (SG)
- Transitions to Adulthood (SG)
- Youth Development (SG)

Figure 4. Young people at Neighborhood House's Firewood Circle Expanded Learning After-School Program.

These five Best Starts strategies promote positive activities for children and young people outside of school and work. The programs funded through these strategies focus on offering youth new opportunities to learn about themselves in a positive way, build resilient relationships with peers, and develop a strong sense of self to take into adulthood. The strategies reflected that nimbleness and responsiveness were critical to meet changing community needs. For example, a partner quickly pivoted to support refugee youth when a significant need emerged. In 2024:

- 75 percent of young people participating in the Stopping the School-to-Prison Pipeline made progress toward their educational goals.
- 80 percent of youth participating in Expanded Learning gained new skills, including in STEM and the arts.
- 86 percent of assessed participants in Youth Development programs increased connections to peers and adults or built healthy relationships.

Building Young People's Strength and Resilience to Address Stigma and Racism

Transitions to Adulthood helps young people ages 16 to 24 who are not connected to school or work to meet their education and employment goals.⁵⁸ Reengaging in secondary education and helping them navigate post-secondary systems such as applying for financial aid, paying for college books, and training in trades are some of the ways young people get the necessary tools to establish stability and security in their lives. In 2024, **602 young people participated in employment, education, or behavioral health programming on an ongoing basis**. According to assessments of individualized goal plans, **81 percent of young people enrolled in programming improved their behavioral health**.

Stopping the School-to-Prison Pipeline invests in direct service programs to support young people ages 12 to 24 who, due to systemic and institutional racism, are more likely to be excluded from higher education and employment and pushed into the legal system.⁵⁹ Program staff build relationships with young people, provide guidance, and connect them to internships and employment with the guide of a navigator who advances economic and educational success. In 2024, **916 young people enrolled in programming**, and **93 percent learned self-advocacy or civic advocacy skills** such as public speaking.

"We continue to see the positive impact of having access to mental health support. Many students enrolled in services successfully work through and achieve their treatment goals. One student who has been engaging in treatment regularly, has gone on to be awarded student of the quarter. This student has had to work through a lot of difficult life experiences to make it to where they are today. They wrote a speech and presented it during a Kent School District event. They attend therapy regularly, are on track to graduate and have made great progress in building healthy social circles."

– Tsegaba Woldehaimanot, Children, Youth and Families Mental Health Program Specialist, Asian Counseling and Referral Service (Transitions to Adulthood Partner)

Transitions to Adulthood: School-to-Work provides critical supportive employment services for young people with intellectual and developmental disabilities (I/DD). Participants practice job tasks, receive talent assessments prior to employment, and partner with an employment coach to obtain and maintain employment prior to exiting high school.⁶⁰ Nationally, individuals with I/DD face significant barriers participating in the workforce, on top of barriers like stigma and racism, experiencing employment rates of only 19 to 21 percent over the past decade.⁶¹ In 2024, the School-to-Work Program **served 301 students and assisted 28 percent of participating students exiting school to reach employment within six months after their exit from high school**. Joey Kagan, a recent graduate of the Northwest Center School-to-Work Program, shared that *"the program was really helpful with getting ready for my first job. I had good communication with my job coach. I would tell anyone who is thinking about doing School-to-Work that at first, it's a little scary, but after the first two weeks you will love it."*

⁵⁸ Best Starts Strategy One-Pagers. https://drive.google.com/file/d/1F_xUUPVcTG_3gVGzN2G8XTXjUz_Kik-U/view

⁵⁹ Best Starts Strategy One-Pagers. <https://drive.google.com/file/d/1Q-f49CEY0CqFNmfQ4cCf1fctfSgarbOq/view>

⁶⁰ Best Starts Blog. <https://beststartsblog.com/2023/12/18/new-report-understanding-the-reach-of-king-county-school-to-work/>

⁶¹ State Data: The National Report on Employment Services and Outcomes through 2019. https://www.thinkwork.org/sites/default/files/files/bluebook_2022_complete_F.pdf

Promoting Social-Emotional Well-Being, Interpersonal Connections, and Positive Identity Development

“After months of practicing ‘A Bug & A Wish,’ [a conflict resolution framework] students began mediating conflicts themselves. In one instance, a third student, instead of seeking adult intervention, encouraged two peers to use the strategy by pointing to the classroom’s ‘Bug & Wish’ poster. The students expressed their concerns, listened to each other, checked for understanding, and collaboratively resolved their issue. This demonstrated the students’ ability to apply the skills independently; a major milestone in building healthy relationships and fostering a collaborative community.”

– Yasmin Habib, Executive Director,
Celebrating Roots (Youth Development Partner)

Youth Development partners with community-based organizations to provide mentoring, leadership, positive identity development, mental health and well-being, and healthy relationships. Young people ages five to 24 with a wide array of interests can participate in programs that focus on subjects such as youth sports, public speaking, and even exploring maritime career paths.⁶² In 2024, Best Starts’ partners **enrolled 5,335 young people, and 70 percent improved their health and well-being.**

Expanded Learning provides high-quality after-school and summer programming for young people ages five to 13 through academic enrichment, cultural and social development activities, physical activity and health promotion, arts education, and leadership development.⁶³ In 2024, Best Starts’ **partners served 12,382 young people, and 87 percent of young people built social emotional learning skills.** This year over year increase in young people served was driven by improved client level data reporting by community

programs, as well as more internal staffing capacity to support that data collection. Abdullahi Ahmed, H.E.L.L.O. Program Manager at Our Hope, shared that families *“have praised the safe, welcoming ‘third space’ our program provides — a place where students feel supported and valued beyond their home and school. These achievements demonstrate our ongoing commitment to creating meaningful opportunities for the youth and families we serve.”*

⁶² Best Starts Strategy One-Pagers.

<https://drive.google.com/file/d/1ihP4GuOEpo9MtmG9G4VHd77m10UOMiZk/view>

⁶³ Best Starts Strategy One-Pagers. <https://drive.google.com/file/d/1A2WtzRTYYEQL132kZ0NdVYpZzkY93MZ/view>

Strengthening the Workforce



Best Starts Strategies for Strengthening the Workforce

- Child Care Health Consultation (IE)
- Child Care Wage Boost Pilot (CC)
- Innovation Supports (IE)
- Technical Assistance and Capacity Building (TACB)
- Workforce Development (IE)

Figure 5. Partners at the Workforce Development Prenatal-to-Five Community-Based Facilitators Celebration

To develop and maintain a strong workforce, Best Starts strives to fund organizations at levels that support livable wages, offers opportunities for workforce training, and pays for essential business tools. Best Starts further facilitates relationship strengthening across the workforce via capacity building consultants and in-person events that enable partners to be nimble and respond to evolving community priorities. The outcomes reported in this section represent the accomplishments of a strong network of community-based organizations and the dedicated people who work for them. By investing in organizations' infrastructure and workforce, community-based organizations build the foundation they need to be strong and sustainable. For example, in 2024:

- 90 percent of Technical Assistance recipients reported that their technical assistance provider helped them create a high-quality grant proposal.
- 89 percent of participants in Workforce Development workshops reported they could apply something they learned to their work.
- 98 percent of providers who received Child Care Health Consultation support reported increased knowledge of community resources or other consultation topics.
- Program Managers in this group of strategies emphasized the ripple effects of capacity building within communities, with workshop participants through Innovation Supports cultivating skills that enabled them to join a subsequent workshop series as co-facilitators.

Strengthening Provider, Program, and Organizational Capacity

Workforce Development provides workshops, peer learning, and other professional development opportunities to build the knowledge and skills of early childhood practitioners in healthy child development, racial equity, and infant and early childhood mental health.⁶⁴ In addition, Communities of Practice provide resources for providers seeking deeper learning, mutual support, and sharing of practical knowledge as a cohort. In 2024, **170 providers in King County’s early childhood workforce attended a Community of Practice learning opportunity** funded by the Workforce Development strategy and **90 percent of participants reported confidence in their abilities** to apply what they learned to their work.

Innovation Supports amplifies the creativity and expertise of community to design, develop, and lead innovative programs and interventions that serve children birth to age five and their families.⁶⁵ In 2024, Innovation Supports **built program capacity** through

workshops, partner convenings, and individualized program assistance to **149 participants**. This strategy directly impacts programming, as **88 percent of participants reported the materials and skills they developed through Innovation Supports are supporting their ongoing program implementation**. The availability of support over time is also important to partners’ success. Pollock and Partners’ Principle Consultant and Innovation Supports facilitator Alessandra Pollock shared about an “*engagement with a partner from one of our original 2023 cohorts, where [Innovation Supports Team has] been able to help them with design and development of program expansion. This partner has continued to use and expand on [Innovation Supports] tools and templates over the years and ... has helped them be successful in their programming, as well as grow and scale in a sustainable way.*”

“If there is one central theme for us in 2024, it would be a focus on diving deeper into truly community-centered and relationship-based approaches at all levels ... from supporting the dreaming process to implementation to continuous quality improvement. ... [This] includes the logistical but also moves beyond to manifest what we call ‘radical dreaming’. Partners/participants sometimes express that they are more used to a top-down process, and so part of our job is to move beyond the administrative, listening deeply and partner[ing] with folks to support them in dreaming and visioning boldly.

– The WestEd Team (Workforce Development Partner)

Technical Assistance and Capacity Building offers applicants for Best Starts funding free, culturally responsive services to assist with proposal development through a diverse cohort of consultants with proficiency in multiple languages.⁶⁶ In 2024, **81 organizations received technical assistance** with grant applications and **77 percent** of funded partners who completed a follow-up survey **reported their staff learned new skills through the process**. The strategy also assists funded Best Starts partners in building and strengthening their organizational infrastructure for long-term stability and sustainability. In 2024, Best Starts **connected 123 community organizations to capacity building services, providing more than**

⁶⁴ Best Starts Strategy One-Pagers.

https://drive.google.com/file/d/1HbsAkAVi6GCHFbaSS4w5o0yTRM5YP_CL/view

⁶⁵ Best Starts Strategy One-Pagers. <https://drive.google.com/file/d/1jsP-TUBOIsDpEiJwSFoaYBsrFRXsMSL7/view>

⁶⁶ Best Starts Strategy One-Pagers. <https://drive.google.com/file/d/1yGm7OoxR-O9UOON9qxPWWsIGeN3l0wRt/view>

8,700 hours of support. Eighty-nine percent of capacity building recipients’ staff, board, or volunteers were more effective in their work after receiving capacity building.⁶⁷ For example, organizations that received support with strategic planning improved the efficiency and quality of their services for youth and families. Divine Mutesi, Founder and Executive Director of Ubumwe Women Association Services, shared that “[w]orking with the capacity builder has been a transformative experience for our organization. The guidance and support have significantly enhanced our capabilities and strengthened our board’s effectiveness.”

Providing Practical Support in Early Care and Education

“One of the most rewarding achievements from our program over the past year has been witnessing the profound relief and confidence expressed by providers after receiving our support. Through our consultations, we have focused on equipping providers with the tools, knowledge, and reassurance they need to excel in their work. Our primary goal has always been to empower providers to feel confident and capable in the vital roles they play. Hearing providers share how our guidance has strengthened their abilities and reaffirmed their commitment to their work fills us with pride and reinforces our mission.”

– Abdullahi Ali, Program Director,
Supportive Childcare Provider
Alliance (Child Care Health
Consultation Partner)

Child Care Health Consultation is a collaborative partnership between trusted child care health consultants and families, caregivers, and child care providers to promote optimal physical and emotional health, safety, and development of children in their care.⁶⁸ In 2024, Child Care Health Consultation teams served **572 child care providers. Ninety-seven percent of providers reported increased ability to support children’s growth and development.**

Child Care Wage Boost Pilot invests in the child care workforce by providing a wage increase to child care workers.^{69, 70} This pilot aims to counteract the industry-wide low wages for child care workers, study the benefit of government investment in the child care work force, and evaluate the wage boost’s impact on child care workers’ well-being and retention. In 2024, Wage Boost partners continued the process of intentional community involvement to ensure the system’s design reflected Best Starts’ values and aligned with community priorities. Wage Boost partners also launched a workgroup of child care workers and prepared for the opening of applications, with plans to start disbursing funds to selected providers in the spring of 2025.

Amelia Vassar, Senior Director of Equity and Evaluation at The Imagine Institute, shared that the Institute helped “*manage relationships with center leaders who had expressed concerns about the existence of such a pilot. Navigating these relationships together built trust and facilitated many center leaders’ participation in design work for the Pilot, leading to excitement about the Wage Boost.*”

⁶⁷ Capacity Building Services. <https://beststartsblog.com/2024/03/25/how-best-starts-capacity-building-helped-a-new-organization-build-its-infrastructure/>

⁶⁸ Best Starts Strategy One-Pagers. <https://drive.google.com/file/d/1MY8b2C9laKsKzMfbJL6KvgrGRAqQPk6K/view>

⁶⁹ The Child Care Wage Boost Pilot was formerly known as the Child Care Workforce Demonstration Project.

⁷⁰ Best Starts Strategy One-Pagers. <https://drive.google.com/file/d/1IGFAdDmm8vKB8Zatc9ifHID0cwgJkhf1/view>

Building Community Power⁷¹



Figure 6. Young people performing a cultural dance at the Communities of Opportunity Ten Year Celebration

Best Starts Strategies for Building Community Power

- Capital Projects (CP)
- Communities of Opportunity (COO)
- Healthy and Safe Environments (SG)
- Lead and Toxics (IE)

Vibrant, resourced, organized, and powerful communities are essential for the growth and success of young people and their families. Leaning into the expertise of communities most affected by inequities informs and drives King County on how to build healthier, more sustainable, and more equitable communities for the long term.⁷² Consistent collaboration, strengthening community bonds, and designing innovative programs are vital to creating better community conditions and advancing structural changes. These Best Starts strategies increase community power by investing in community-led solutions, leadership capacity, and actions to address risks, maximize opportunities, and support safer and healthier environments for all children and their families. Strategies in this focus area reflected the importance of coalition-building among partners, noting increased effectiveness and innovation in multi-partner programming. In 2024:

- Healthy and Safe Environments built the partners' ability to center youth voice. Organizations then went on to establish three policies related to Narcan use, discipline, and lead toxicity in cosmetics.
- 91 percent of child care provider staff surveyed by Lead and Toxics partners reported increased knowledge of blood testing processes and resources available to families.
- Communities of Opportunity Systems and Policy Change partners developed 1,126 resident leaders.

⁷¹ Community power is the ability of communities most impacted by inequities to work together to set agendas, shift public discourse, increase opportunities for community ownership, and advance meaningful change.

⁷² COO Evaluation. <https://coopartnerships.org/evaluation>

Building and Strengthening Community Power for Decision Making and Policy and Systems Change

Communities of Opportunity works through three strategies: Systems and Policy Change, Learning Community, and Community Partnerships (also referred to as Place-Based and Cultural Community Partnerships). The goal of these strategies is to increase and sustain long-term equitable conditions in housing, health, and economic opportunities through partner-led efforts.⁷³

- In 2024, Systems and Policy Change partners **engaged more than 4,700 people** in capacity building events that **contributed to 26 successful policy, systems, and environmental changes** at the state, county, and local level. Some of these changes include hosting forums to engage the community on affordable housing zoning and comprehensive plans and expanding primary care services through a community-designed health care model.
- Through the Learning Community, **334 people participated in convenings, and 96 percent of surveyed partners reported new or strengthened skills** such as community organizing, power of healing and storytelling, and transitioning from traditional businesses to cooperative business structures.
- **Over 11,000 people participated in community engagement events** through Community Partnerships. These included educating and organizing about the impact of environmental air pollution, creating pathway programs to boost representation of Black and Brown people in healthcare careers, and promoting intergenerational physical activities among immigrant communities.

⁷³ Communities of Opportunity Website. <https://www.coopartnerships.org/>

Creating Safer and More Equitable Environments

Capital Projects provides the funds to create safe, equitable physical spaces through contracts for building repairs, renovations, and new construction or expansion. These projects improve access to high-quality programs and services for low-income children, young people, and families, prioritizing BIPOC and rural communities, as well as communities lacking access to similar facilities.⁷⁴ In 2024, Capital Projects launched a funding opportunity and focused time on raising community awareness. The strategy also supported partners as they navigated challenges specific to construction projects. Demand for funds skyrocketed, with the strategy receiving \$80 million in requests for an allocated \$5 million. At the close of 2024, Best Starts **completed three projects, with another 23 projects in progress.**

Healthy and Safe Environments helps partners and organizations address community inequities by transforming systems, environments, and policies.⁷⁵ In 2024, Healthy and Safe Environments **partners engaged 2,194 young people in activities and reached or potentially impacted more than 56,200 people through successful policy, systems, and environmental changes.** Through trainings and workshops, Healthy and Safe Environments' partners fostered youth leadership in food justice, peer mentoring, and civic action. These trainings fostered the ability of youth to lead, collaborate, and drive positive change in their schools and beyond.

"Hiring new staff who have professional mental wellness experience and expertise has had a tremendous impact on our focus communities. Youth are learning critical life skills and behavior management techniques that will serve them through adulthood. Without this education being available at the Clubs, most youth would not have access to such services. Social-emotional difficulties would likely continue and could potentially lead to more dire problems. Giving youth the tools they need to ensure good mental and emotional well-being is critical for those who face inequities daily."

– Deborah Baker, Senior Grants Manager, Boys & Girls Clubs of King County (Healthy and Safe Environments Partner)

⁷⁴ Best Starts Strategy One-Pagers. https://drive.google.com/file/d/1TFCq2-P8sU_LwB59YHTI3U-J40sdYhZM/view

⁷⁵ Best Starts Strategy One-Pagers. https://drive.google.com/file/d/1bvqG_fbU_gkcw-PgaRGWNar5x2Y_9nmO/view

“Another positive impact of this initiative ... is our agency’s heightened focus and understanding of blood lead levels as a qualifying diagnosis within Washington State’s Early Support system. Through this campaign, we have expanded training for staff to identify children with blood lead levels equal to or greater than 5 mcg/dL as meeting eligibility criteria for Early Support. This improvement ensures that children and families affected by lead exposure are promptly identified and connected with the right support and resources.”

– Alison Morton, Chief Advancement Officer, Kinderling (Lead and Toxics Program Partner)

Lead and Toxics works to create healthier communities by collaborating with leaders within communities of color working toward environmental justice. The Lead and Toxics program engages community partners in increasing blood lead testing, implementing community-based interventions to prevent childhood lead poisoning, identifying current and emerging sources of lead and toxics in King County communities, reducing exposure sources within child care centers, schools, and homes, and improving access to developmental services for children exposed to lead. In 2024, **972 community members attended 63 community events that focused on lead exposure education.**

B. The Geographic Distribution of Best Starts for Kids Services

Best Starts works toward eliminating regional, racial, and economic disparities in King County by addressing the systems that create these disparities.⁷⁶ Best Starts works upstream to promote positive, healthy outcomes for young people and their families. In centering racial equity and justice, Best Starts' distribution of investments aligns with areas where the youth population is greatest and opportunities are lowest.⁷⁷

Youth Population Density and Young People's Needs in King County

The maps in Figure 7 (next page) demonstrate the different levels of youth population density and opportunities within King County. The Population Density map demonstrates which areas of King County have higher concentrations of young people (ages zero to 24 years). The Child Opportunity Levels map shows which areas of King County have low opportunity, defined by the Child Opportunity Index (COI).⁷⁸ High-opportunity ZIP Codes (lighter color) have more quality schools, parks and playgrounds, clean air, access to healthy food, health care, and safe housing. Low opportunity ZIP Codes (darker color) have fewer of these resources. These maps each provide an important lens on community need for investment within King County. Best Starts recognizes that need also exists in pockets of higher opportunity, and is committed to working with all communities in King County to understand and address the needs of their young people and families.

⁷⁶ Best Starts for Kids Implementation Plan. [https://kingcounty.gov/~media/depts/community-human-services/best-starts-kids/documents/Best Starts for Kids Implementation Plan Approved 2021.ashx?la=en](https://kingcounty.gov/~media/depts/community-human-services/best-starts-kids/documents/Best%20Starts%20for%20Kids%20Implementation%20Plan%20Approved%202021.ashx?la=en)

⁷⁷ Child Opportunity Index (COI) 3.0 Zip Code Data. <https://www.diversitydatakids.org/child-opportunity-index>

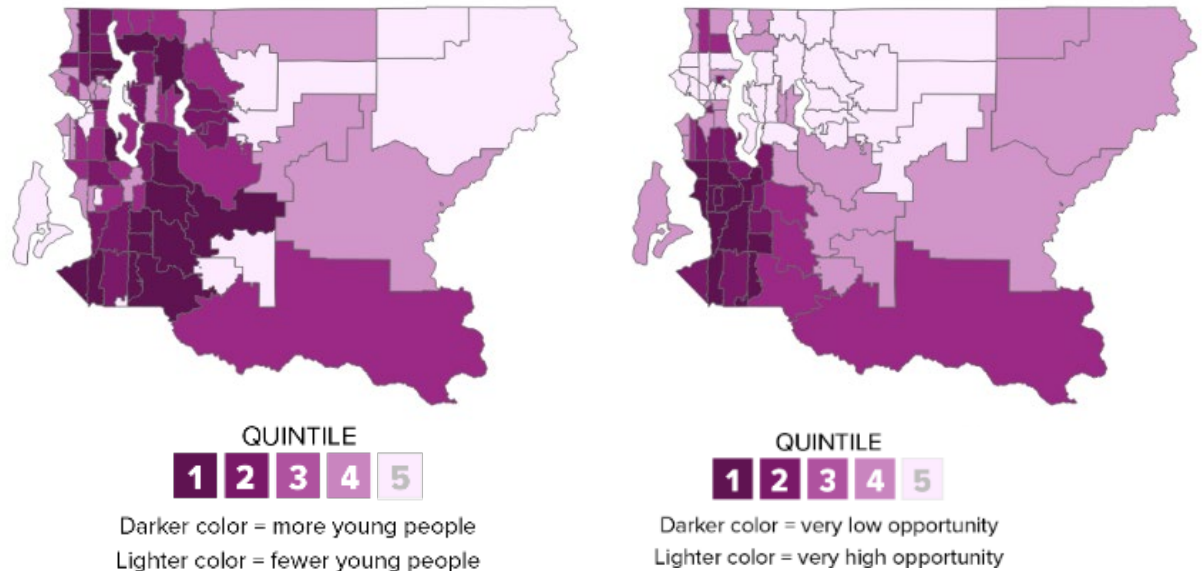
Figure 7. Population Density and Child Opportunity Levels in King County

Population Density (ages 24 and under)⁷⁹

ZIP Codes with high number of young people include central, west, east, and north King County, though the highest numbers are in south King County.

Child Opportunity Levels⁸⁰

ZIP Codes with lowest opportunity according to the COI are mostly located in South Seattle and Southwest King County, with additional reduced opportunities in Southeast King County and parts of Shoreline.



⁷⁹ Washington State Office of Financial Management, Small area estimates program, December 2024. <https://ofm.wa.gov/washington-data-research/population-demographics/population-estimates/small-area-estimates-program>

⁸⁰ Child Opportunity Index (COI) 3.0 Zip Code Data. <https://www.diversitydatakids.org/child-opportunity-index>

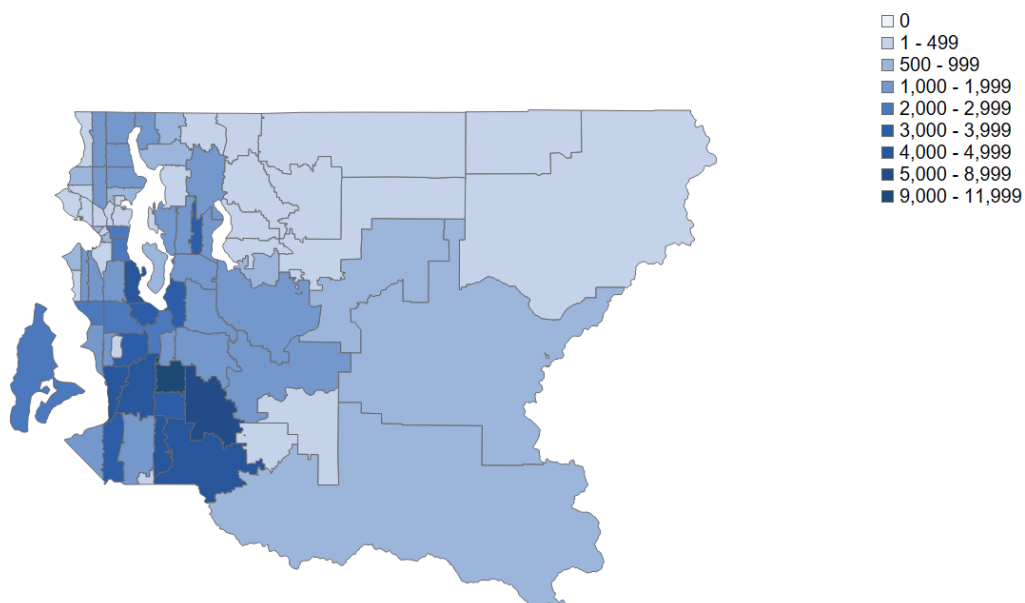
Geographic Distribution of Best Starts Participants and Expenditures in King County

The geographic distributions of Best Starts participants and expenditures, with two different methods of calculating Best Starts' expenditures by ZIP Code, are shown in Figure 8 (below) and Figure 9 (next page). Participant numbers and expenditures for individual ZIP Codes are available in Appendix E and the Best Starts for Kids Data Dashboard.⁸¹

Figure 8. Best Starts Participants in 2024

Best Starts Participants

Best Starts reaches across King County. ZIP Codes with the most participants typically have more young people, lower opportunity, or both.

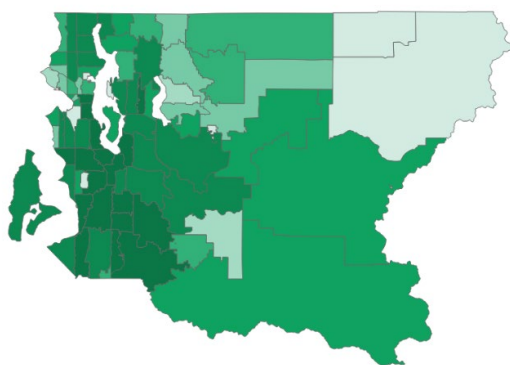


⁸¹ Best Starts for Kids Data Dashboard. <https://kingcounty.gov/en/dept/dchs/human-social-services/community-funded-initiatives/best-starts-for-kids/dashboard-data-reports>

Figure 9. Best Starts Expenditures by ZIP Code in 2024

Best Starts Expenditures by Zip Code in 2024 Expenditures by Where Participants Live

Best Starts spends more in ZIP Codes with more young people and lower access to opportunity.

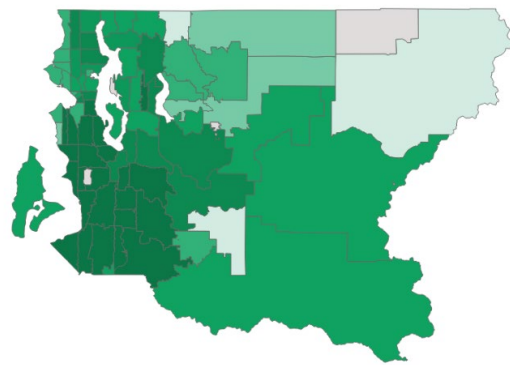


\$1-50,000
\$50,001-100,000
\$100,001-250,000

\$250,001-500,000
\$500,001-750,000
\$750,001-1,000,000

Expenditures by Where Office-based Services are Located

Not all services take place at a physical office location, and expenditures for services that are office-based reach most of King County. The ZIP Codes with a higher density of young people and lower Child Opportunity Levels generally have higher expenditures by where office-based services are located.



\$1,000,001-2,000,000
More than \$2,000,000
None

C. Best Starts for Kids Fiscal Information

The renewal of the Best Starts for Kids Levy in 2021 means that Best Starts will invest more than \$880 million throughout 2022–2027 to support children, young people, families, and communities across King County. Best Starts invested more than \$137 million in 2024 while navigating persistent inflation, increasing assistance for providers on fiscal reporting requirements, and enacting a change to the Rainy Day fund to make more funding available in the second half of the levy.⁸²

Although inflation rates have eased since 2022, Best Starts adopted the DCHS provider inflation rate adjustment policy for contracts in both DCHS and Public Health in late 2024 in response to community feedback.⁸³ Prior to this policy, Best Starts offered inflation increases as an option during contract negotiations within the 2.2 percent annual inflation rate in alignment with the Implementation Plan, which led to variation in the application of inflation adjustments across Best Starts contracts. The goal of this new policy is to address the true cost of provider services and sustain service delivery levels as costs increase over time. As a result, Best Starts now addresses inflation adjustments at time of contracting using universal rate increases and pursues mid-contract adjustments when needed to address inflation depending on fund availability.

Best Starts' commitment to funded partners extends beyond contract cost adjustments and offering free technical assistance and capacity building consultation. In 2024, Best Starts identified areas to strengthen fiscal infrastructure with the intention of delivering consistent and proactive communication regarding contract requirements, more frequent fiscal trainings, and clear expectations for fiscal site visits. This both helps Best Starts meet County standards for financial transparency and contract compliance and reduces payment challenges for funded partners. The diversity of partners' experience contracting with public entities necessitates ongoing assessment of the offerings and continuous quality improvement of those opportunities by King County staff so that providers have the information and tools they need to succeed. Examples of some of these supports are fiscal best practice trainings, contract language clarity, and training for King County staff.

While Best Starts expenditures remain in alignment with the Implementation Plan overall, expenses in Capital Projects and Child Care, two new investment areas launched in 2022, are ramping up more slowly than initially expected. The original expenditure plan did not anticipate typical community development construction timelines for Capital Projects. Capital Projects can span approximately 17 to 65 months once contracted. Variables such as contractor availability, seasonal weather delays, and cost fluctuations impact these timelines. Best Starts awarded both 2022 and 2023 funds through competitive procurement, and the 2024 funds are scheduled to be fully contracted in 2025. Capital Projects is expected to award its \$50 million allocation by the end of the levy in 2027, but because of the uniqueness of capital projects, some of the expenditures are expected to occur after the end of the second levy.

⁸² Ordinance 19861. <https://mkcclegisearch.kingcounty.gov/LegislationDetail.aspx?ID=6872221&GUID=984B4D1E-D397-4497-85A8-C886918ED955&Options=Advanced&Search=&FullText=1>

⁸³ For more information: <https://dchsblog.com/2024/09/16/king-county-dchs-addresses-inflation-and-provider-wages/>

For Child Care, the switch to a multi-partner approach delayed the Wage Boost Pilot’s implementation, but it resulted in a stronger structure that leverages the unique skills required to build a technical infrastructure, respond to the nuances within the child care sector, and incorporate community input. Instead of relying on one partner organization to hold subject matter expertise within the child care sector, administer payments, engage community, and study the impacts of a wage boost, the multi-partner approach brings together organizations with specific expertise in each area. This partnership resulted in the launch of a work group and put the pilot on track to launch applications and distribute payments to workers in early 2025.

The Sustain the Gain investment area spent about \$3.3 million less than budgeted. This underspend occurred across the investment area’s ten strategies. It was driven by some funded partners spending funds at a slower rate than expected, staffing shifts, contracts for one strategy ending earlier than initially anticipated, and carry-forward from 2023. Best Starts allocated these unspent funds according to County budgeting processes and in alignment with Best Starts financial policies.⁸⁴

The Best Starts fiscal table detailing expenditures by investment area and strategy, as well as maps detailing expenditures by ZIP Code, can be viewed online in the Best Starts for Kids Data Dashboard.⁸⁵ A summary fiscal table at the investment area level is provided below in Figure 10.

Figure 10. 2024 Best Starts for Kids Expenditures by Investment Area

2024 Best Starts for Kids Expenditures by Investment Area		
Investment Area	2024 Budgeted ⁸⁶	2024 Expenditures
Child Care	\$39,143,990	\$31,180,820
Youth and Family Homelessness Prevention Initiative	\$5,189,029	\$5,181,065
Technical Assistance and Capacity Building	\$2,250,669	\$2,015,088
Subtotal (per Ord 19267 subsection 4.D)	\$46,583,689	\$38,376,973
Investing Early (Prenatal to 5)	\$49,812,586	\$48,726,719
Sustain the Gain (5 to 24)	\$37,185,823	\$33,900,660
Communities of Opportunity	\$8,841,454	\$8,392,092
Data and Evaluation	\$5,539,492	\$5,028,066
Capital Projects	\$17,032,640	\$2,827,228
Total 2024 Expenditures	\$164,995,683	\$137,251,737⁸⁷

⁸⁴ Best Starts for Kids Implementation Plan, pg. 119 [https://kingcounty.gov/en/dept/dchs/human-social-services/community-funded-initiatives/best-starts-for-kids/-/media/king-county/depts/dchs/best-starts/documents/Best Starts for Kids Implementation Plan Approved 2021.ashx?la=en&hash=72D1641D8C28C5BC664474AB214B9118](https://kingcounty.gov/en/dept/dchs/human-social-services/community-funded-initiatives/best-starts-for-kids/-/media/king-county/depts/dchs/best-starts/documents/Best%20Starts%20for%20Kids%20Implementation%20Plan%20Approved%202021.ashx?la=en&hash=72D1641D8C28C5BC664474AB214B9118)

⁸⁵ Best Starts for Kids Data Dashboard. <https://kingcounty.gov/en/dept/dchs/human-social-services/community-funded-initiatives/best-starts-for-kids/dashboard-data-reports>

⁸⁶ Budgeted amounts shown for 2024 include prior-year underspend approved for carry forward to spend in 2024.

⁸⁷ Remaining 2024 funds are reserved to meet contracted commitments and ordinance requirements within the investment area strategies.

D. Investment Changes

Best Starts made no changes to planned strategy-level investments for the 2024 fiscal year, but the 2025 annual budget adopted in late 2024 included increases in investments in future years.⁸⁸

The Best Starts for Kids property tax levy has been a stable revenue source since its passage by the voters. The second levy Implementation Plan instituted a 90-day Rainy Day Reserve, requiring Best Starts to set aside three months' worth of annual spending to buffer against revenue disruptions. During the 2025 budget process, King County Council approved a shift to a 60-day reserve beginning January 1, 2025 to balance cash flow and revenue stability with meeting known service gaps.⁸⁹ This allowed Best Starts to increase investments in Family Ways and Youth Development for which services could be scaled rapidly to meet increased demand, shore up evaluation capacity needs, and extend COO: Community Partnerships' storytelling cohort. Through the budget, the County Council also approved strategic investments to advance equity, inclusion, belonging, and anti-racism infrastructure, fund the Infant Mortality Prevention Network, enhance contracting capacity, and mitigate some funding loss from other sources.⁹⁰

E. Feedback from Partners

Best Starts is grateful for lessons learned from funded partners in 2024 and ongoing learning in partnership with communities. As outlined in the Best Starts Implementation plan, Best Starts seeks feedback from partners proactively through surveys or semi-annual reports, and partners also give feedback informally during regular check-in calls and partner convenings.⁹¹ Specific partner feedback and Best Starts' response by strategy is shared in Appendix C.

In 2024, Best Starts' partners continued to request more opportunities to connect in person, and specifically space to be in community and collaborate with other community-based organizations. They shared a desire for more timely and increased resource-sharing, in part due to increased demand within the communities they serve. Partners expressed a need for greater language access, flexible methods, and frequency of communication. They also requested support with contract fiscal and reporting requirements, proposal processes, and other internal systems.

In response to this feedback, Best Starts planned and held additional in-person events, from family fun days for program participants to workshops, trainings, and communities of practice, which bolstered relationships between community members, partners, community, and Best Starts staff. In several

⁸⁸ Ordinance 19861. <https://mkcclegisearch.kingcounty.gov/LegislationDetail.aspx?ID=6872221&GUID=984B4D1E-D397-4497-85A8-C886918ED955&Options=Advanced&Search=&FullText=1>

⁸⁹ Ordinance 19861. <https://mkcclegisearch.kingcounty.gov/LegislationDetail.aspx?ID=6872221&GUID=984B4D1E-D397-4497-85A8-C886918ED955&Options=Advanced&Search=&FullText=1>

⁹⁰ Ordinance 19861. <https://mkcclegisearch.kingcounty.gov/LegislationDetail.aspx?ID=6872221&GUID=984B4D1E-D397-4497-85A8-C886918ED955&Options=Advanced&Search=&FullText=1>

⁹¹ Best Starts for Kid Implementation Plan, pg. 88. https://kingcounty.gov/~media/depts/community-human-services/best-starts-kids/documents/Best_Starts_for_Kids_Implementation_Plan_Approved_2021.ashx?la=en

instances, Best Starts programs have collaborated on these events, and partners have reflected that these efforts have similarly led to cross-pollination across organizations. To further facilitate resource and knowledge sharing, Best Starts has established online resource sharing, including compiling non-Best Starts funding resources in a monthly blog post series.

Best Starts has also made great strides in language access, investing in translation and interpretation services, in addition to making reports and other resources available in languages other than English. Best Starts continued to provide support to partners on application processes and fiscal and other reporting requirements, while updating systems and processes where possible. This included holding one-on-one meetings with partners to address questions on proposals through Technical Assistance consultants, providing trainings on finances and organizational infrastructure, and clarifying reporting templates by partner request. Through Capacity Building supports, Best Starts also enabled organizations to develop internal systems to promote compliance with contract expectations and monitoring, paving the way for future success and sustainability.

F. Best Starts for Kids Data and Evaluation

Data Dashboard

Best Starts' Data and Evaluation Team collaborates with partners to gather and analyze useful performance data for learning and reflection. Newly available 2024 performance measure data for all Best Starts strategies and programs are presented in detail on the **Best Starts for Kids Data Dashboard**.⁹² The Data Dashboard provides key information on each tab including Best Starts' service recipients, work outcomes, qualitative learnings, geographic reach, systems change, and investments. Additionally, the Resources and Methods tab navigates users to in-depth evaluation reports, background references, and Best Starts' population indicators. Best Starts' population indicators are presented through interactive visualizations and reflect the most current data about community strengths and needs. Indicators are presented along with the Communities Count Health Equity Timeline to document local historical and structural context that contributes to the conditions measured.⁹³ Best Starts' strategies focus on contributing to long-term, county-wide positive changes, understanding that systemic factors within and beyond King County influence population data.

In-Depth Evaluation and Continuous Improvement

To complement Best Starts' performance measurement and data capacity building across programs, Best Starts funds in-depth evaluation for select strategies and investment areas to answer specific questions. Best Starts maintains a full library of evaluation and technical reports on the King County website.⁹⁴ Below are highlights from the in-depth evaluation reports Best Starts completed in 2024.

⁹² Best Starts for Kids Data Dashboard. <https://kingcounty.gov/en/dept/dchs/human-social-services/community-funded-initiatives/best-starts-for-kids/dashboard-data-reports>

⁹³ Communities Count Health Equity Timeline. <https://www.communitiescount.org/health-equity-timeline#:~:text=1452-Communities%20Count%20Health%20Equity%20Timeline,the%20history%20of%20King%20County>

⁹⁴ Evaluation and Technical Reports. <https://kingcounty.gov/en/dept/dchs/human-social-services/community-funded-initiatives/best-starts-for-kids/dashboard-data-reports/reports>

Learnings from the Best Starts for Kids Health Survey – August 2024

To understand if families in King County are thriving, Best Starts measures an interwoven set of supports that address basic and social needs through the Best Starts for Kids Health Survey (BSKHS), conducted in 2017, 2019, 2021, and 2023.⁹⁵ These supports are called protective factors and are directly linked to better well-being for children, their families, and their communities.⁹⁶ Protective factors are a useful strengths-based tool to understand where Best Starts can provide more supports for families.

The BSKHS is a random, representative, population-based survey of King County families with children in elementary school or younger to learn about their health, well-being, strengths, and needs. The survey is an important tool that helps guide the Best Starts initiative and captures the changing needs and strengths of King County families. In 2023, 5,865 parents and caregivers participated in the survey, bringing the overall number of parent and caregiver respondents across the four survey rounds to 24,738. The 2023 sample was diverse in terms of race/ethnicity, sexual orientation, geography, and languages spoken other than English.

Best Starts conducted an in-depth analysis of the BSKHS in 2024. Key findings published in a brief titled "Families Thrive: How Best Starts Measures Joy" demonstrate:⁹⁷

- The more protective factors families have, the higher the likelihood they report better health for their children.
- The presence of each protective factor across King County families varies widely. On average, 36 percent report having social support from family, friends, and neighbors, while 86 percent report family resilience.
- Families experience varying access to protective factors by race/ethnicity, family income, region, child's age, parent/caregiver age, sexual orientation, and education level.

Additional data and survey results are available on the Best Starts for Kids Health Survey Dashboard and Demographics Dashboard.^{98, 99} The Families Thrive one-pager is available in Amharic, Arabic, English, Korean, Russian, Somali, Spanish, Tagalog, Traditional Chinese, Ukrainian, and Vietnamese.¹⁰⁰

Culturally Responsive Measurement Tool – Protective Factors (CRMT-PF) — December 2024

The Culturally Responsive Measurement Tool – Protective Factors (CRMT-PF) is a multilingual survey designed for local programs with 22 questions measuring five protective factors: family resilience, knowledge of parenting and child development, social supports, concrete support, and caregiver/practitioner relationships. In 2024, King County partnered with The Capacity Collective to offer

⁹⁵ Best Starts for Kids Health Survey. <https://kingcounty.gov/en/dept/dchs/human-social-services/community-funded-initiatives/best-starts-for-kids/survey>

⁹⁶ Families Thrive. https://beststartsblog.com/wp-content/uploads/2024/08/Families-Thrive_FINAL.pdf

⁹⁷ Families Thrive. https://beststartsblog.com/wp-content/uploads/2024/08/Families-Thrive_FINAL.pdf

⁹⁸ Best Starts for Kids Health Survey Dashboard. <https://kingcounty.gov/en/dept/dchs/human-social-services/community-funded-initiatives/best-starts-for-kids/dashboard-data-reports/survey-data>

⁹⁹ Best Starts for Kids Health Survey Demographics Dashboard. <https://kingcounty.gov/en/dept/dchs/human-social-services/community-funded-initiatives/best-starts-for-kids/dashboard-data-reports/survey-data>

¹⁰⁰ <https://beststartsblog.com/2024/08/06/are-families-thriving-learnings-from-the-2023-best-starts-for-kids-health-survey/>

five trainings on the tool to 75 community members in English, Spanish, and Arabic. In addition, the Capacity Collective and Best Starts published four training videos, offering an introduction to the tool, along with guidance on scoring and practical implementation. These additional resources are expected to increase the accessibility of the tool.¹⁰¹

Community-Led Data in King County —December 2024

The Best Starts data team collaborated with three community-based organizations (Community Café Collaborative, Indian American Community Services, and United Communities of Laos) on a new strategy in which organizations led the process of gathering, analyzing, and sharing data about their own communities. In late 2024, the organizations presented their data stories. The data Best Starts' partners gather through the Community-Led Data funding strategy strengthens community-led efforts, provides insight into communities' experiences, and offers an opportunity to reflect on the collective progress among partners and next steps.

Community Café Collaborative (CCC) spotlights multigenerational wisdom and transforms it into community action through community cafés. The events are planned, led, and monitored by family members of participants who want to build on the assets of their community to strengthen families. CCC partnered with members from seven specific communities in King County to design and host community cafés to gather data, both in person and virtually. The seven communities identified as Native, Young Fathers, Somali, Latinx, African American, Uniquely Designed, and Kinship.¹⁰² In total, 109 adults and 23 young people participated in café discussions focused on the healthcare resources on which families rely, wish were in place, and/or present barriers.

CCC learned that communities value:

- Being seen as a whole person and not judged based on race, language, land of origin, or gender.
- Being understood in healthcare settings; including language access, culturally competent providers, and adequate time in appointments.
- Removing time, money, and transportation-related barriers to care.
- Increasing mental health supports, including for young people both in and outside of schools.
- Building trust, due to an historic and current lack of trust between communities and the healthcare system.

Learn more by reviewing the presentation slide deck and listening to the Community Café podcast, featuring stories from participating communities.^{103, 104}

¹⁰¹ Culturally Responsive Measurement Tool. <https://beststartsblog.com/2024/04/02/culturally-responsive-measurement-tool-protective-factors-updated-report-and-in-language-tools/>

¹⁰² Uniquely Designed participants were families with experience navigating disability services and systems. Kinship participants included families who have welcomed kinship adoption or have a similar caregiving situation.

¹⁰³ Community Café Collaborative slide deck. <https://docs.google.com/viewerng/viewer?url=https://beststartsblog.com/wp-content/uploads/2024/12/CCC-Round-One-Community-Led-Data-1.pdf&hl=en>

¹⁰⁴ Community Café Collaborative podcast. https://soundcloud.com/community-cafe-collaborative/round-one-audio-story-community-led-data-project?utm_source=beststartsblog.com&utm_campaign=wtshare&utm_medium=widget&utm_content=https%2

Indian American Community Services (IACS) serves the Indian American community through programs, services, and advocacy for people of all ages and life stages. They help seniors, young people, women, and families facing difficult and complex circumstances that affect their daily lives. IACS further supports participants to build connections in a safe and welcoming environment and cultivates a sense of belonging. For the community-led data project, IACS held “parent teas,” (community gatherings for families and caregivers), with focused discussion on three community priorities (accessibility, safety, and emergency preparedness) in Bothell, Bellevue, and Maple Valley. IACS’ decades-long work meeting the community’s basic and urgent needs, along with the culturally nuanced and co-created models of community conversations, led to a trusting and safe space where community members could express their feelings and perspectives as parents and caregivers.

IACS learned that families want:

- To increase access to services including child care, healthcare, and transportation.
- To address safety concerns including gun violence, bullying, and hate crimes.
- To increase access to items such as safety kits, in effort to strengthen emergency preparedness.
- To improve public transportation to access basic resources including libraries and medical care, especially in Maple Valley. Maple Valley participants also wanted to feel safer, both in neighborhoods and schools.
- To increase the amount of child care options which are affordable in Bothell. Families felt somewhat safe, but attendees reported child care was scarce and expensive. Additionally, they often had to travel to Everett for healthcare.
- To increase youth access to, and opportunities for, early learning and after-school care in Bellevue.¹⁰⁵ Additionally, Bellevue participants did report experiencing somewhat better access to transportation and health care in this region.

United Communities of Laos (UCL) is a community coalition that serves the Lao, Khmu, and Hmong communities in King County by providing social, cultural, and educational programs that enrich and empower families. Together, the partners in the UCL coalition have a combined 40+ years of experience serving their communities. For the community-led data project, UCL partnered with a team of Community Language Advocates to co-design and administer a survey about community needs and strengths. The team leveraged connections with multiple generations of community members including young people, families, and elders, and ensured the survey was accessible to all community members by providing support in multiple languages.

UCL learned that Lao, Khmu, and Hmong communities:

- View cultural gatherings and connecting with others as an important way to support emotional well-being.
- Want to see more programming to support health and mental wellness for adults in their communities.

53A%252F%252Fsoundcloud.com%252Fcommunity-cafe-collaborative%252Fround-one-audio-story-community-led-data-project

¹⁰⁵ IACS Community Café Feedback. <https://docs.google.com/viewerng/viewer?url=https://beststartsblog.com/wp-content/uploads/2024/12/IACS-Community-Cafe-Feedback-Sept-2024-Final.pdf&hl=en>

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See also [Best Starts for Kids Data Dashboard](#)

- Value outdoor community activities and would like more outdoor recreation programs and social groups.
- Need more support with accessing housing, healthcare, and culturally relevant foods.
- Want to have a shared Cultural Center for Lao, Khmu, and Hmong communities and are interested in supporting planning and fundraising efforts.¹⁰⁶

G. Children and Youth Advisory Board Consultation and the Communities of Opportunity Governance Group Review

Members of the King County Children and Youth Advisory Board and the Communities of Opportunity Governance Group reviewed a draft of the 2024 annual report in April 2025, in recognition of these bodies' advisory roles for Best Starts as described in KCC 2A.300.510 and KCC 2A.300.521.¹⁰⁷

Conclusion and Next Actions

In 2024, Best Starts invested in 609 programs across the county including 178 new programs, expanding its reach to 525,954 children, young people, families, providers, and community members, expanding reach and creating positive impacts to provide King County's children with the best start in life. Best Starts built on accomplishments across eight investment areas. The five focus areas in this report summarize the holistic nature of the Best Starts strategies. As discussed, in 2024, Best Starts made impacts in these areas:

1. Meeting Families' Needs
2. Prioritizing Well-being and Mental Health
3. Cultivating Opportunities for Children and Young People
4. Strengthening the Workforce
5. Building Community Power

Best Starts' approach provides opportunities for healthy development that proactively focus on promotion, systems-change, prevention and early intervention across ages and lifespans. With the interconnected nature of community, children, and families, Best Starts continues to create change through immediate individual impact as well as sustainable systemic impact.

In 2025, Best Starts will launch re-procurement for several strategies, opening opportunities for new partners while strengthening existing relationships with current partners through re-investment. Best Starts saw record demand for funds in 2024 as partner organizations sought to address growing community need amidst funding cuts. The high number of applicants for Best Starts funds also may reflect organizations' increasing capacity to apply for Best Starts funds because of the Best Starts technical assistance offered to all applicants, and growing interest among providers in being a Best Starts funded partner. Best Starts anticipates these trends will continue in 2025. The initiative remains committed to fully and creatively supporting organizations through capacity building, cross-strategy collaboration, and non-Best Starts resource sharing.

¹⁰⁶ United Communities of Laos Community-Led Data Project.

https://docs.google.com/viewerng/viewer?url=https://beststartsblog.com/wp-content/uploads/2024/12/CLD_UnitedCommunitiesofLaos-1.pdf&hl=en

¹⁰⁷ KCC 2A.300.510 and KCC 2A.300.521. https://aqua.kingcounty.gov/council/clerk/code/05_Title_2A.htm

Best Starts will also continue expanding and enhancing data and evaluation to effectively and accurately understand and communicate its impacts. This will include the launch of the Second Levy Evaluation with an external evaluator, to be completed by the end of 2027, as well as additional Community-Led Data projects. Best Starts is also beginning planning for the fifth BSKHS in 2026, in partnership with University of Washington. The resulting reports and data will help inform strategies and investments moving forward.

Beyond the realities of a changing funding and political landscape, Best Starts must navigate and respond to the growing uncertainty and fear facing young people, families, and community partners, and King County staff due to federal policy shifts. Despite these challenges, Best Starts continues to ground its work in both being responsive to community and responsible stewards of public dollars — leading with integrity, transparency, and an explicit commitment to anti-racism.

Best Starts' success relies on two key principles: trusting the expertise of partners by elevating community knowledge and lived experiences and transparent, responsible stewarding of public funds. In 2025, Best Starts will continue to lead with racial equity and center community wisdom, staying true to the pillars of promotion, prevention, early intervention, and systems and policy change. Now more than ever, Best Starts remains firmly rooted in its values as a community-driven, transparent, and anti-racist initiative. It will continue striving to create opportunities for communities and young people to help shape and deliver programs, participate in civic engagement, and lead systems change efforts.

Appendix A: Reporting Elements Table and Best Starts for Kids Online Reporting Guide

Figure 11. Reporting Elements Table and Best Starts for Kids Online Reporting Guide

Reporting Element Language	Source	See Section(s) of This Report	See Also Best Starts Online Dashboard Tab(s) ¹⁰⁸
The annual report on levy expenditures, services, and outcomes shall include the total expenditures of levy proceeds by program area by ZIP Code in King County	Ordinance 19267 Ordinance 19354	• Report Requirements Subsection A: Best Starts for Kids Key Focus Areas and Outcomes in 2024 • Report Requirements Subsection B: Geographic Distribution of Best Starts for Kids Services • Report Requirements Subsection C: Best Starts for Kids Fiscal Information • Appendix E: Best Starts for Kids ZIP Code Reporting Data Book	• Our Investments
The annual report on levy expenditures, services, and outcomes shall include the number of individuals receiving levy-funded services by program area by ZIP Code in King County of where the individuals reside at the time of service	Ordinance 19267 Ordinance 19354	• Report Requirements Subsection B: Geographic Distribution of Best Starts for Kids Services • Report Requirements Subsection C: Best Starts for Kids Fiscal Information • Appendix E: Best Starts for Kids ZIP Code Reporting Data Book	• Who We Serve • Mapping Our Reach • Our Investments

¹⁰⁸ Best Starts for Kids Data Dashboard. <https://kingcounty.gov/en/dept/dchs/human-social-services/community-funded-initiatives/best-starts-for-kids/dashboard-data-reports>

Reporting Element Language	Source	See Section(s) of This Report	See Also Best Starts Online Dashboard Tab(s) ¹⁰⁸
King County shall require collection of this ZIP Code information from all service contractors who receive moneys from the Best Starts for Kids levy for contracts executed after December 31, 2021. King County shall work with contractors providing services to individuals and families to develop the capacity to collect and report the information to the county. The annual report shall include this ZIP Code information in addition to any other ways the report may visually provide the information.	Ordinance 19354	• Report Requirements Subsection B: Geographic Distribution of Best Starts for Kids Services • Appendix E: Best Starts for Kids ZIP Code Reporting Data Book	• Mapping Our Reach
These Best Starts Annual Reports will provide data for Investing Early, Sustain the Gain, COO, YFHPI, child care, and technical assistance strategies, and the capital grants program.	Best Starts for Kids Implementation Plan 2022-2027, p. 85	• Report Requirements Subsection A: Best Starts for Kids Key Focus Areas and Outcomes in 2024 • Report Requirements Subsection B: Geographic Distribution of Best Starts for Kids Services • Report Requirements Subsection C: Best Starts for Kids Fiscal Information • Appendix E: Best Starts for Kids ZIP Code Reporting Data Book	• Who We Serve • Our Results • What We're Learning • Mapping Our Reach • Our Investments

Reporting Element Language	Source	See Section(s) of This Report	See Also Best Starts Online Dashboard Tab(s) ¹⁰⁸
Best Starts will also develop and pilot a methodology beginning in 2022 for reporting program expenditures by ZIP Code based on available data or modeling. This methodology will need to account for expenditures for programs that are provided virtually, programs that do not operate from a single service location like home-based services, and systems-change work that has impacts in communities larger than a single ZIP Code.	Best Starts for Kids Implementation Plan 2022-2027, p. 87	• Report Requirements Subsection B: Geographic Distribution of Best Starts for Kids Services • Report Requirements Subsection C: Best Starts for Kids Fiscal Information • Appendix E: Best Starts for Kids ZIP Code Reporting Data Book	• Mapping Our Reach • Resources & Methods
ZIP Code data will be reported using maps or other visualizations to aid interpretation of the data.	Best Starts for Kids Implementation Plan 2022-2027, p. 86	• Report Requirements Subsection B: Geographic Distribution of Best Starts for Kids Services	• Mapping Our Reach
Detailed performance measures are anticipated to be available online through interactive dashboards that provide transparency by making timely data available and easier to explore.	Best Starts for Kids Implementation Plan 2022-2027, p. 85	N/A	• Our Results
Annual reporting for the levy will also describe any changes made to strategy-level investments during the reporting period in order to best utilize levy resources, as well as indicate whether strategy-level investments are expected to change for the subsequent reporting period or remain the same.	Best Starts for Kids Implementation Plan 2022-2027, p. 86	• Report Requirements Subsection D: Investment Changes	N/A

Reporting Element Language	Source	See Section(s) of This Report	See Also Best Starts Online Dashboard Tab(s) ¹⁰⁸
Best Starts' performance measurement analyses will also solicit feedback from grantees and levy-funded service providers regarding recommendations for achieving improvements in services delivery and strategy-level outcomes. Feedback received will be included in the annual reporting for the levy, beginning with the annual report for calendar year 2022.	Best Starts for Kids Implementation Plan 2022-2027, p. 86	• Report Requirements Subsection E: Feedback from Partners • Appendix C: Partner Feedback by Strategy	N/A
Annual reporting for the levy will include the evaluation findings, including when appropriate an assessment of the program's effectiveness in achieving stated goals and intended outcomes.	Best Starts for Kids Implementation Plan 2022-2027, p. 87	• Report Requirements Subsection A: Best Starts for Kids Key Focus Areas and Outcomes in 2024 • Report Requirements Subsection F: Best Starts for Kids Data and Evaluation	• Our Results
This section shall prevail in the event of a conflict between the language in this section and language contained in Attachment A to this ordinance.	Ordinance 19354	N/A	N/A
The [Children and Youth Advisory] board shall... Consult on and review annual reports to the council and community that demonstrate transparency regarding the expenditure of levy proceeds and the effectiveness of the Best Starts for Kids children and youth strategies in meeting the goals and outcomes established in Ordinance 19267.	K.C.C. 2A.300.510.E.4	• Report Requirement Subsection G: Children and Youth Advisory Board Consultation and the Communities of Opportunity Governance Group Review	N/A

Reporting Element Language	Source	See Section(s) of This Report	See Also Best Starts Online Dashboard Tab(s) ¹⁰⁸
The Children and Youth Advisory Board and the COO Governance Group will consult on, and review, the respective portion of annual reports on Best Starts programming for which they have been charged with oversight.	Best Starts for Kids Implementation Plan 2022-2027, p. 86	• Report Requirement Subsection G: Children and Youth Advisory Board Consultation and the Communities of Opportunity Governance Group Review	N/A
By late 2020, DCHS anticipates being able to make available maps and/or data summaries showing the distribution of Best Starts, MIDD, and VSHSL human services by service participant ZIP Code, with high-level summaries included in the initiatives' annual reports.	Human Services Geographic Equity Plan December 2019, p. 57	• Report Requirements Subsection B: Geographic Distribution of Best Starts for Kids Services • Appendix E: Best Starts for Kids ZIP Code Reporting Data Book	• Mapping Our Reach

Appendix B: Best Starts for Kids Strategies Funded in 2024

Figure 12. Best Starts for Kids Strategies Funded in 2024

Investment Area	Strategy Name
Child Care	Child Care Subsidy Program Child Care Wage Boost Pilot ¹⁰⁹
Investing Early	Child Care Health Consultation (CCHC) Community-Based Parenting Supports (CBPS) Early Support for Infants and Toddlers (ESIT) Environmental Supports: Lead and Toxics Help Me Grow Home-Based Services Innovation Supports Parent and Child Health Services ¹¹⁰ Systems Building for Infant and Early Childhood Mental Health Universal Developmental Screening Workforce Development
Sustain the Gain	Child and Adolescent Immunizations Expanded Learning Healthy and Safe Environments Liberation and Healing Positive Family Connections SB-SBIRT School-Based Screening, Brief Intervention and Referral to Treatment/Services School-Based Health Centers Stopping the School-to-Prison Pipeline (SSPP)

¹⁰⁹ Formerly known as Child Care Workforce Demonstration Project

¹¹⁰ Formerly known as Maternal and Child Health Services

Investment Area	Strategy Name
	Transitions to Adulthood Youth Development
Youth and Family Homelessness Prevention Initiative (YFHPI)	Youth and Family Homelessness Prevention
Communities of Opportunity (COO)	Learning Community Community Partnerships (Place-Based and Cultural Communities) Systems and Policy Change
Capital Projects	Capital Projects
Technical Assistance and Capacity Building	Technical Assistance and Capacity Building
Data and Evaluation	Data and Evaluation

Appendix C: Partner Feedback by Strategy

Best Starts recognizes that investing in community organizations goes beyond the initial award. It requires ongoing partnership, shared and continuous learning, mutual accountability, and supporting the organization with capacity building to ensure organizational stability and sustainability. Best Starts values receiving feedback from partners to continue centering community needs in realizing *their* vision for *their* communities, in order to build a thriving King County. Figure 13 outlines examples of feedback received in 2024 and Best Starts' actions to respond by strategy. Best Starts Program Managers collect feedback continually through the year and shared themes focusing on where partners needed support and how Best Starts is already addressing and plans to continue building on that feedback to meet partner and community needs. These findings inform how Best Starts is investing and will continue to invest in partners in 2025 and beyond.

Note: Some Best Starts strategies fund programs directly executed by internal King County staff. They do not have external partners and are not represented on this table.

Figure 13. Partner Feedback by Strategy

Strategy	Partner Feedback Received in 2024	Best Starts' Response to Partner Feedback
Investment Area: Child Care		
Child Care Subsidy	Subsidy partners requested improvements in program infrastructure and delivery, including better language access, and shared that community experienced difficulty finding information about the subsidy online.	Best Starts continues to integrate partner feedback and work with them to improve infrastructure, program delivery, and language access; the team is working to ensure that the community has a strong understanding of the subsidy before the next levy, prioritizing increased visibility through branding, storytelling, and sharing impacts.
Child Care Wage Boost Pilot	Partners shared that a wage boost is needed and the increased compensation will improve quality of life, but there is no flexibility for providers to sustain pay increases without additional funding.	Best Starts integrated this feedback to help inform the Pilot, including the goals and framing, the focus of evaluation, and the framing of future recommendations.
Investment Area: Investing Early		

Strategy	Partner Feedback Received in 2024	Best Starts' Response to Partner Feedback
Child Care Health Consultation	Partners shared that the reflective case consultation space was not meeting all providers' needs.	Best Starts is working to create a new reflective space for partners serving Family, Friends, and Neighbor (FFN) providers in 2025.
Community-Based Parenting Supports	Partners requested more in-person events and expressed a desire for expanded resources on legal and immigration support, domestic violence, homelessness, and wellness and healing.	Best Starts held a family fun day and worked with Innovation Supports to plan a workshop on wellness and healing. Community-Based Parenting Supports worked with Home-Based Services to release a Request for Applications that launched a domestic violence emergency response pilot. The team continues to share resources as available and is considering how best to provide legal and immigration support.
Early Support for Infants and Toddlers (ESIT)	Partners expressed a need for increased language access throughout the ESIT system.	Best Starts increased funding for language access and provided specific training to interpreters on working with families with delays and disabilities.
Environmental Supports: Lead and Toxics	Partners experienced challenges meeting fiscal requirements and expressed interest in learning more from one another.	Best Starts is providing fiscal capacity building expertise through a Capacity Building consultant. Best Starts is also facilitating connections between newer partners and those with more experience.
Help Me Grow	Partners asked for support in finding resources, especially for housing, rent, and utility costs.	Best Starts works to share available resources and supports and refers partners to non-Best Starts funding opportunities.
Home-Based Services	Partners requested support to address an increase in domestic violence. They also asked for resources on substance use, immigration and legal issues, and basic needs, as well as trainings on wellness, grief,	Best Starts worked to hold more cross-strategy events to provide spaces for community-building and connection. Home-Based Services worked with Community-Based Parenting Supports to release a Request for Applications launching a domestic violence emergency response pilot.

Strategy	Partner Feedback Received in 2024	Best Starts' Response to Partner Feedback
	attachment, financial resources, and grant writing.	
Innovation Supports	Partners recommended specific topics they would like to discuss with peers.	Best Starts is planning shared learning convenings on these topics in 2025.
Systems Building for Infant and Early Childhood Mental Health	Partners expressed a need for training opportunities on weekends, as well as more in-person opportunities and specific training topics.	Best Starts is moving to more in-person trainings and offering requested topics like burnout, supporting children with different abilities, and grief and loss. Best Starts is working to offer weekend trainings.
Universal Developmental Screening	Partners requested additional resources to help toddlers begin learning to self-regulate and information about the types of supports ESIT offers.	Best Starts is offering online platforms that connect partners across other Best Starts' prenatal-to-five strategies so they can share such resources and information with one another.
Workforce Development	Partners expressed a desire for more collaborative events and improved community outreach.	Best Starts moved from a training model to workshop style events, increased the number of in-person workshops, encouraged collaborative events involving multiple agencies, and participated in relevant local conferences. Best Starts also developed the Workforce Development Mini-Grants program to support small agencies with funding their own workforce development efforts.
Investment Area: Sustain the Gain		
Child and Adolescent Immunizations	Partners expressed confusion about program reporting requirements.	Best Starts met with each partner to outline future reporting requirements and answer any questions.
Community Well-being Initiative	Partners requested the option to submit audio or video responses for fulfilling their program evaluation requirements.	Best Starts worked with their evaluator to implement a more equitable evaluation process

Strategy	Partner Feedback Received in 2024	Best Starts' Response to Partner Feedback
		by accepting audio and video responses as part of regular reporting.
Expanded Learning	Some grantees expressed a perceived cultural misalignment between the Youth Program Quality assessment tool, program cultures, and external assessors, which they felt may have influenced scoring and reduced the tool's cultural relevance.	In response, Best Starts' intermediary, Schools Out Washington (SOWA), held listening sessions to better understand these concerns and is currently exploring options to strengthen the assessment process.
Healthy and Safe Environments	Partners shared that while access to capacity building is very helpful, sometimes there is limited organizational capacity to take advantage of this support. Partners expressed a desire for increased collaboration.	Best Starts continues to facilitate capacity building for partners recognizing potential need to focus on smaller CB projects. Best Starts instituted quarterly meetings for partners to come together and brought a cohort to the Othering and Belonging Conference to increase communication and collaboration.
Liberation and Healing	Partners expressed the importance of better communication between organization staff, scholars, and parents, and the need to include more youth voices and leadership involvement in program services.	Best Starts established the Parent and Scholar Leadership Team, a decision-making body that influences programming by providing youth and parents with opportunities to have their voices heard at bi-monthly educational gatherings with parents, scholars, and organization leaders.
Positive Family Connections	Partners expressed appreciation for the ability to fund family fun events and requested a way to share resources and connect with one another.	Best Starts established a communication channel where all partners can share resources, ask questions of one another, and post non-Best Starts funding opportunities.
School-Based Screening, Brief Intervention and Referral to Treatment/Services	Partners expressed a need for there to be audio options for the screening tool to be read aloud to students to ensure accessibility.	Best Starts is working on making sure the screening tool is accessible for screen readers and will be rolling out audio options in 22 languages.

Strategy	Partner Feedback Received in 2024	Best Starts' Response to Partner Feedback
School-Based Health Centers	Partners requested that reporting templates be simplified and expressed a desire to focus on quality improvement.	Best Starts shifted reporting templates from Excel to a more user-friendly form in Word, and implemented a learning network to focus on quality improvement.
Stopping the School-to-Prison Pipeline	Organizations reported struggling with youth retention in their programs.	Best Starts provided a training for partners on strategies to increase youth participation and retention.
Transitions to Adulthood	Partners requested support in preparing for 2025 proposal processes in areas including human resources, legal guidance, and fiscal software.	Best Starts connected partners to Capacity Building consultants to help address their organizational needs.
Transitions to Adulthood: School to Work	Partners requested that Best Starts help lead an effort promoting the value of supported employment. Partners expressed a need for additional support in adjusting to the current job market and accessing and using technology.	Best Starts is exploring how best to do this, including an updated media presence and supporting contractors in regional job development.
Youth Development	Partners expressed concerns about transportation access for young people as a barrier for participation in programs.	Best Starts is exploring connecting partners with a Metro Youth Mobility representative to spread the word about free Orca cards for youth 18 and under among other resources.
Investment Area: Youth and Family Homelessness Prevention Initiative		
Youth and Family Homelessness Prevention Initiative	Partners expressed that caseloads could be expanded due to case managers' increased experience in serving clients.	Best Starts has updated caseloads from 15 households to 20 per case manager for 2025-27 contracts.
Investment Area: Communities of Opportunity		

Strategy	Partner Feedback Received in 2024	Best Starts' Response to Partner Feedback
Communities of Opportunity	Partners requested that COO share its unique model of multiyear private and public funding for long-term impact results.	Best Starts presented this model at regional and national conferences and co-hosted a regional forum about community-local government-philanthropic partnerships that aims to be an ongoing collaborating space.
Learning Community	Partners expressed interest in capacity building for innovative programs and projects with fewer systems supports, such as community cooperative ownership of property. They also requested more support in bringing groups together to develop shared strategies, analysis, and tactics.	Best Starts continues to provide community capacity building and learning opportunities that strengthen community-held knowledge, skills and structures, including a series on community cooperative ownership of property. Best Starts created new cohorts to build and strengthen deep cross-organizational partnership and collaboration.
Place-Based and Cultural Community Partnerships	Partners shared the importance of multi-year funding and the need for increased funds. Partners requested additional opportunities to connect on a variety of topics, particularly healing and wellness.	Best Starts guaranteed three years of funding with the potential for two additional years, and program managers have identified and shared resources to support partners beyond Best Starts funding. Best Starts created a community of practice as a space to connect and collaborate.
Systems and Policy Change	Partners requested more opportunities to come together as well as increased access to data and greater support for language access.	Best Starts introduced Policy Learning Circles for partners and subsequently increased frequency in response to partner requests; and continued to provide other resources as available.
Investment Area: Capital Projects		
Capital Projects	Partners requested more clarity on the documents they need to provide when applying for funding and asked for help navigating aspects of development.	Best Starts provided clearer guidance on RFP documents and is providing one-on-one navigation to partners as well as sharing additional, non-Best Starts funding sources.
Investment Area: Technical Assistance and Capacity Building		

Strategy	Partner Feedback Received in 2024	Best Starts' Response to Partner Feedback
Technical Assistance and Capacity Building	Funded partners requested trainings on AI and cyber security, as well as more support and resources on fiscal best practices.	Best Starts offered trainings to funded partners on AI and cyber security and held a training on nonprofit financial best practices in partnership with Veterans, Seniors, and Human Services Levy's Technical Assistance and Capacity Building program in March 2025.

Appendix D: Funded Community Partner List

Best Starts is grateful to all community partners for the compassion, wisdom, and expertise they share with King County communities. Best Starts encourages collaboration and partnership between organizations. While this list reflects the primary agencies that held contracts with Best Starts in 2024, many additional partners collaborate with these organizations and are critical to Best Starts' success.

A 4 Apple Learning Center	ArtsEd Washington
A Supportive Community for All (SCFA)	Asian Counseling and Referral Service
Abubakr Islamic Center of WA	Atlantic Street Center
Adaptive and Inclusive Movement Initiative	Attemla Consulting, LLC
Afghan Health Initiative	AtWork! Washington
African American Leadership Forum	Auburn School District
African Community Housing & Development	Babies of Homelessness
Africatown Community Land Trust	BELONG Partners
After-School All-Stars	Bike Works
After-School All-Stars	BIPOC Apostrophe Foundation
-Federal Way Public Schools	Birth to Three Developmental Center
-Geeking Out Kids of Color	Black Coffee NW Grounded
AidKit, Inc.	Black Star Line African Centered Family Educational Collective
Alex Reulbach	BLKBRY, LLC
Alimentando al Pueblo	Boyer Children's Clinic
alterNative Consulting	Boys & Girls Club of Bellevue
Amara	Boys & Girls Club of Bellevue
AMT Up 3D	-KidsQuest Children's Museum
ANEW - Apprenticeship & Nontraditional Employment for Women	-Wheellab
API Chaya	Boys & Girls Club of King County
Art Vault	Bridges - Seattle Alternative Peer Group
Arts Corps	Bridging Cultural Gaps (BCG)
	BrightSpark Early Learning Services/Child Care Resources

Build 2 Lead

Build 2 Lead P.O.W.E.R. Council

- Momentum Belonging Group
- Livia Behavioral Health Services
- UW Medicine Physicians Clinics
- Morehouse School of Medicine
- Leadership Tomorrow
- Federal Way Public Schools

Bulle Consulting

Burien Collaborative

- Alimentando Al Pueblo
- BLKBRY, LLC
- Lake Burien Presbyterian Church
- Southwest Youth and Family Services
- YES! Foundation of White Center

Cardea Services

Casa Latina

Cascadia Consulting Group

Cascade Middle School

- Neighborhood House
- Dick Scobee Elementary

Catholic Community Services

Celebrating Roots

Center for Human Services

Center for Indigenous Midwifery

Central Washington University- Special Education Technology

Center for Inclusion and Equity

Chief Seattle Club

Cham Refugees Community

Childhaven

Children's Therapy Center

ChildStrive

Chinatown-International District Worker and Organizing Center

- Massage Parlor Outreach Project
- Chinatown International District Coalition
- Puget Sound Sage

Chinese Information and Service Center

CHOOSE 180

City of Mercer Island Youth and Family Services

City of Shoreline

- Center for Human Services

City of Tukwila

Cloudbreak Collective

Collaborative Partners Initiative

Communities In Schools of Greater King County

Communities of Rooted Brilliance

Communities of Rooted Brilliance

- Kent Youth and Family Services
- YMCA of Greater Seattle

Communities Rise

Community Cafe Collaborative

Community for Youth (CfY)

Community Network Council

Comunidad Latina de Vashon

Congolese Integration Network

Construyendo Juntos Consulting

Creative Justice

Crescent Collaborative

- Africatown Community Land Trust

- Byrd Barr Place
- Community Roots Housing
- First Hill Improvement Association
- Friends of Little Saigon
- Seattle Chinatown International District Public Development Association
- Crux Consulting Consortium
- Cultivate South Park
- DANCE This Productions
- Deconstructing the Mental Health System, Inc
- Des Moines Pool Metropolitan Park District
- Diaspora Family Healing Network
- Dicentra Consulting
- Dick Scobee Elementary
- Disability Rights Washington
- Dispute Resolution Center of King County
- Divine Alternatives for Dads Services (DADS)
- Dynamic & Innovative Research Solutions
- East African Community Services
- Educate to Liberate Consulting
- El Centro de la Raza
- Ella Baker Elementary
- Empower Youth Network
- Encompass Northwest
- ENSO Employment Services
- Entre Hermanos
- Enumclaw School District
- Eritrean Association in Greater Seattle

- Fair Work Center
- Faith Finance Center
- Families of Color Seattle (FOCS)
- FamilyWorks
- FEEST
- Filipino Community of Seattle
- Finote Wongel – Path of the Gospel
- First Five Years & Beyond
- Freedom Project
 - Collective Justice
- FW Black Collective
- Geeking Out Kids of Color
- Generosity on the Go
- George Zhang
- Girl Scouts of Western Washington
- Global Perinatal Services
- Global to Local
- Glover Empower Mentoring
- Glover Empower Mentoring
 - South Center Mall
 - SafeFutures Youth Center
- Gwen's Guidance
- Hayaan, LLC
- HealthPoint
- Hearing Speech & Deaf Center
- Heart & Hustle Academy
- Highline College
- Highline Public Schools

Hip Hop Is Green
 Hopestream Community
 Horn of Africa Services
 Horn of Africa Services
 -Oromia Community Center in Washington
 -Somali Community Services of Seattle (SCSS)
 Hummingbird Indigenous Family Services
 Inclusion Island
 Inclusive Data LLC
 Indian American Community Services (IACS)
 Indian American Community Services (IACS)
 -Muslim Community Network Association
 -Eastside for All
 -Housing Development Consortium
 Inspirational Workshops – BRAVE
 Inspire Family Institute
 Institute for Community Leadership
 InterCultural Children & Family Services
 International Rescue Committee Seattle
 Iraqi Community Center of Washington
 Ireta Purhepecha/New Hope Lutheran Church
 JSOL STUDIOS LLC
 Kandelia
 KBTC Public Television at Bates Tech
 Kennedy Catholic High School
 Kent Community Development Collaborative
 -Community Network Council
 -Communities of Rooted Brilliance
 -Mother Africa

 -Communities in Schools of South King County
 Kent School District
 Kent Youth and Family Services
 -Communities of Rooted Brilliance
 -YMCA of Greater Seattle
 Khalsa Gurmat Center
 Khmer Community of Seattle-King County
 Kids & Paper
 KidVantage
 Kindering
 King County Play Equity Coalition - Seattle Parks Foundation
 King County Sexual Assault Resource Center
 KMIH 889 The Bridge
 Korean Community Service Center
 Kreative Collective, LLC
 Lake Burien Presbyterian Church
 Lambert House
 Launch Learning/Community Day School Association
 LGBTQIA+ South King County Collaborative
 - Entre Hermanos
 - People Of Color Against AIDS Network (POCAAN)

 Listen and Talk
 Living Well Kent
 Look2Justice
 Manos Unidas International
 Martin Luther King Jr. (MLK) Family, Arts, Mentoring, and
 Enrichment (FAME) Community Center (CC)
 Mary's Place

Mente Counseling & Consultation
 Mercer Island School District
 Metropolitan Seattle Sickle Cell Task Force
 Mood In Order
 Mother Africa
 Multimedia Resources and Training Institute (MMRTI)
 -Seattle University
 -Team Read
 -The Greater Seattle Bureau of Fearless Ideas Youth
 Tutoring Program
 Muslim American Youth Foundation
 Muslimahs Against Abuse Center
 NAACP Alaska Oregon Washington State Area Conference
 Navos
 Neighborhood House
 New Americans Alliance for Policy and Research
 -Somali Community Services of Seattle
 -Partners in Employment
 -Iraqi Community Center of Washington
 -Horn of Africa Services
 New Horizons
 NISO Programs
 No Limits Therapeutics Services
 Northshore School District
 Northwest Center
 Northwest Education Access
 Northwest Film Forum
 Northwest School for Deaf and Hard-of-Hearing Children
 Omar Bin Al-Khattab Islamic Center

Open Arms Perinatal Services
 Open Doors for Multicultural Families
 Orion Industries
 Our Hope (formerly Educational for All)
 Pacific Islander Health Board of Washington
 Pamela J. Oakes
 Para Los Niños de Highline
 Partner in Employment
 Partners For Educational Reform and Student Success (PERSS)
 People of Color Against AIDS Network
 Perinatal Support Washington
 Pollock+Partners
 Potlatch Fund
 Praisealujah Discipleship
 Praxis Institute for Early Childhood Education
 Primm ABC Child Care Center
 Pro Se Potential
 Provail
 Puget Sound Educational Service District
 Puget Sound Personnel
 Puget Sound Sage
 QueenCare Products LLC
 Queer Power Alliance (formerly LGBTQ Allyship)
 Rainier Athletes
 Rainier Beach Action Coalition
 Reclaiming Our Greatness
 Refugee Immigrant Community Health Program (R.I.C.H.)
 -Cham Refugees Community

- Omar Bin Al-Khattab Islamic Center
- Somali Cultural Center
- Refugee Women's Alliance (ReWA)
- reimagine collective
- Renton School District
 - Construyendo Juntos
 - Supporting Parents in Education
 - Team Read
 - The Silent Task Force
 - The Urban Food Systems Urban Family
- Resilient in Sustaining Empowerment (RISE)
- Restore Assemble Produce
- RHL Consulting
- Riverton Park United Methodist Church
- Rooted in Vibrant Communities (RVC) Seattle
- Rooted in Vibrant Communities/First Five Years & Beyond
- SafeFutures Youth Center
- SAILS Washington, Inc.
- SAMHA (Student Advocates for Mental Health and Addiction)
- Scholar Fund
- Sea Mar Community Health Center
- Sea Potential
- SeaTac Airport Community Coalition (STACC) for Justice
 - 350 Aviation
 - Beacon Hill Council
 - El Centro de la Raza
 - King County International Airport Community Coalition
 - Quiet Skies Puget Sound
- Seattle CARES Mentoring Movement

- Seattle Housing Authority
 - Multimedia Resources and Training Institute (MMRTI)
 - Seattle University
 - Team Read
 - The Bureau of Fearless Ideas
- Seattle Indian Health Board
- Seattle Neighborhood Group
- Seattle Parks and Recreation
 - STEMS Path Innovation Network
 - Tollo Social Purpose Corporation
- Seattle Parks Foundation
- Seattle Public Schools
- SKCAC Industries & Employment Services
- Skykomish School District
- Snoqualmie Valley Human Services Coalition
 - A Supportive Community for All (SCFA)
 - Acres of Diamonds
 - Empower Youth Network
 - Encompass NW
 - Holy Innocents Food Pantry
 - Helping Hands
 - Hopelink
 - Huntington Learning Center
 - Mt Si Senior Center
 - Mamma's Hands
 - Snoqualmie Valley Food Bank
 - Snoqualmie Valley Shelter Services
 - SnoValley Pride
 - Sno-Valley Senior Center
 - Tolt Congregational

Snoqualmie Valley School District
 UCC Community Connections Program
 Society of St. Vincent de Paul
 Solid Ground
 Somali Childcare Providers Association
 Somali Community Services of Seattle (SCSS)
 Somali Cultural Center
 Somali Health Board
 South End Stories
 South Seattle Women's Health Foundation
 Southeast Youth & Family Services
 Southwest Youth & Family Services
 -Arts Corps
 -Geeking Out Kids of Color
 Speak With Purpose
 Statewide Poverty Action Network
 STEM Paths Innovation Network
 -Community Day School Association (dba LAUNCH)
 -AMT Up 3D
 -Coyote Central
 Stemtac Foundation
 Student & Family Support Program
 Sunrise Services, Inc.
 Super Familia
 Supported Solution, LLC
 Surge Reproductive Justice
 Sustainable Seattle
 Tahoma High School - SAMHA (Student Advocates for Mental Health and Addiction) Club

Tahoma School District
 Talitha Consults LLC
 Team Read
 Technology Access Foundation (TAF)
 Teen Link
 The 4C Coalition
 The Arc of King County
 The Breakfast Group
 The Capacity Collective
 The Children's Center at Burke Gilman Gardens
 The Garage, A Teen Cafe
 The Good Foot Arts Collective
 The Imagine Institute
 The Mindful Connections
 The Mockingbird Society
 The People's Institute for Survival and Beyond
 The Silent Task Force
 The South End Ultimate Program
 The Trail Youth
 The Vera Project
 Therapeutic Health Services
 Tilth Alliance
 Together We Heal
 -Freedom Project
 -Collective Justice

 Total Accounting Tax & Payroll LLC
 Trafton International Consulting Group, LLC
 TransFamilies

Trillium Employment Services
Tubman Center for Health & Freedom
Tukwila School District
Ubumwe Women Association
Umoja P.E.A.C.E. Center
Uncommon Bridges (formerly BDS)
United Indians Of All Tribes Foundation
United Communities of Laos
University of Washington
University of Washington - Haring Center
Unleash the Brilliance
Urban ArtWorks
Urban Impact Community Health Center
Urban Native Education Alliance
UTOPIA Washington (United Territories of Pacific Islanders Alliance)
Vadis
Valley Cities Counseling
Vashon Island School District
Vashon Maury Community Food Bank
Vashon Youth & Family Services
Vietnamese Family Autism Advisory Board
Villa Comunitaria
Voices of Tomorrow
WA Therapy Fund Foundation
WA-BLOC
WAPI Community Services

Wasat
Washington Chapter of the American Academy of Pediatrics
Washington Immigrant Solidarity Network
Washington Marshallese Community Association
Washington West African Center
We are Comunidad
We are Victorious Youth
WestEd
WestSide Baby
Wheellab
White Center Community Development Association
White Center Food Bank
White Center Heights Elementary PTA
Whitewater Aquatics Management
Women United
Wonderland Child & Family Services
Woodland Park Zoo (WPZ)
Workathon LLC
Worth a Shot
YES! Foundation
YMCA of Greater Seattle
Young Women Empowered
Your Pretty Perfect LLC
Youth Development Executives of King County
YouthCare
YWCA Seattle King Snohomish

Appendix E: Best Starts for Kids ZIP Code Reporting Data Book

Best Starts' ZIP Code data on participants and expenditures is available in table format in Figures 14, 15, and 16 on pages 70-85. Fiscal data in Figures 15 and 16 do not fully capture how Best Starts for Kids investments benefit residents within each ZIP Code because not all strategies and programs enroll individual participants (such as Evaluation, Capital Projects, and Technical Assistance and Capacity Building), some participants choose not to provide their ZIP Codes, and not all Best Starts investments are attributable or divisible among individual participants or ZIP Codes (such as costs to manage and administer programs, and costs for programs to report performance). In addition, attribution of expenditures based on office location in Figure 16 does not capture mobile or virtual service delivery. For interactive views of Best Starts' ZIP Code data on people served and expenditures, please visit the "Mapping Our Reach" tab of the Best Starts for Kids Data Dashboard.¹¹¹ For data on the reach of Communities of Opportunities investments, please visit the "Changing Systems" tab on the dashboard.

Zip Code Data Table Notes:

- Investment areas that do not enroll individual participants, including Communities of Opportunity, Capital Projects, and Technical Assistance and Capacity Building, are not represented in the Zip Code data book.
- Participant data is expressed as "Fewer than 5" when there are fewer than five participants in a ZIP Code to protect privacy. In ZIP Codes where this suppression applies for one investment area, total numbers of participants across all investment areas are expressed as a narrow range so that the suppressed number cannot be recalculated from the other available data, also to protect privacy.
- Participant counts will not sum to the overall number of people reached by Best Starts because of missing and unknown data. Not all participants choose to provide their ZIP Codes.
- Rounding of expenditures data to the nearest \$1,000 accounts for variations in program models, locations, and services provided over time within each strategy.
- Expenditures by where service participants live, shown in Figure 15, will not sum to the overall Best Starts expenditures because not all strategies enroll individual participants and not all expenditures are on services (such as Evaluation, Capital Projects, and Technical Assistance and Capacity Building), and because County costs to manage and administer programs are not readily attributable or divisible among individual participants or ZIP Codes.
- Expenditures by where office-based services are located, shown in Figure 16, will not sum to the overall Best Starts expenditures because not all strategies provide office-based services and not all expenditures are on services (such as Evaluation, Capital Projects, and Technical Assistance and Capacity Building), and because County costs to manage and administer programs are not readily attributable or divisible among individual participants or ZIP Codes.
- Expenditures by investment area may not add to total expenditures in the ZIP Code due to rounding.

¹¹¹ Best Starts for Kids Data Dashboard. <https://kingcounty.gov/en/dept/dchs/human-social-services/community-funded-initiatives/best-starts-for-kids/dashboard-data-reports>

Figure 14. 2024 Number of Best Starts Participants by Investment Area by ZIP Code

ZIP Code	Child Care	Investing Early	Sustain the Gain	Youth and Family Homelessness Prevention	Total
98001	59	774	394	83	1,307
98002	154	2,740	1,228	164	4,280
98003	245	3,086	407	259	3,991
98004	7	1,216	317	5	1,547
98005	15	964	89	Fewer than 5	1,069 - 1,072
98006	23	945	145	16	1,129
98007	31	2,362	670	19	3,083
98008	9	861	171	5	1,046
98009	0	5	0	0	5
98010	6	231	56	Fewer than 5	294 - 297
98011	12	228	398	11	649
98013	0	Fewer than 5	Fewer than 5	0	2 - 8
98014	0	208	158	0	366
98015	0	Fewer than 5	0	Fewer than 5	2 - 8
98019	Fewer than 5	212	169	0	382 - 385
98022	15	512	136	9	673
98023	90	937	504	134	1,662
98024	0	51	114	Fewer than 5	166 - 169
98025	0	0	Fewer than 5	0	1 - 4
98027	20	971	515	19	1,525
98028	9	821	353	6	1,188
98029	42	451	303	39	832
98030	146	2,554	758	221	3,676
98031	113	9,239	772	147	10,270
98032	146	3,811	653	216	4,822

ZIP Code	Child Care	Investing Early	Sustain the Gain	Youth and Family Homelessness Prevention	Total
98033	16	185	58	21	280
98034	19	620	111	18	768
98035	0	7	Fewer than 5	0	8 - 11
98038	36	330	1,441	29	1,835
98039	0	8	16	0	24
98040	Fewer than 5	250	375	0	626 - 629
98041	0	Fewer than 5	0	0	1 - 4
98042	66	4,344	499	115	5,025
98045	0	381	282	0	663
98047	42	191	164	Fewer than 5	398 - 401
98050	0	0	0	Fewer than 5	1 - 4
98051	Fewer than 5	13	74	0	88 - 91
98052	37	858	160	50	1,105
98053	10	109	63	15	197
98054	0	0	0	0	0
98055	59	471	559	56	1,144
98056	31	1,819	1,946	40	3,835
98057	28	1,004	1,193	45	2,270
98058	80	928	632	125	1,766
98059	35	1,014	168	33	1,249
98062	0	Fewer than 5	Fewer than 5	0	2 - 8
98063	0	12	Fewer than 5	0	13 - 16
98064	0	9	0	0	9
98065	7	267	423	10	707
98068	0	0	0	0	0
98070	13	1,202	887	0	2,102
98071	0	Fewer than 5	0	0	1 - 4

ZIP Code	Child Care	Investing Early	Sustain the Gain	Youth and Family Homelessness Prevention	Total
98072	7	61	233	0	301
98073	0	0	Fewer than 5	0	1 - 4
98074	0	51	37	14	101
98075	Fewer than 5	105	49	0	155 - 158
98077	0	17	175	0	192
98082	0	Fewer than 5	0	0	1 - 4
98083	0	Fewer than 5	0	0	1 - 4
98089	0	Fewer than 5	0	0	1 - 4
98092	45	3,094	1,123	165	4,425
98093	0	9	Fewer than 5	0	10 - 13
98101	6	85	59	7	158
98102	Fewer than 5	78	112	12	203 - 206
98103	19	853	523	6	1,401
98104	6	410	273	22	709
98105	31	260	394	7	691
98106	80	828	373	28	1,311
98107	0	59	193	Fewer than 5	253 - 256
98108	29	1,103	650	25	1,807
98109	13	254	170	14	451
98111	0	Fewer than 5	Fewer than 5	Fewer than 5	3 - 12
98112	0	45	238	5	288
98113	0	Fewer than 5	0	0	1 - 4
98114	0	11	Fewer than 5	0	12 - 15
98115	25	345	1,179	11	1,558
98116	8	91	554	Fewer than 5	654 - 657
98117	Fewer than 5	41	528	0	570 - 573
98118	101	2,844	1,748	129	4,821

ZIP Code	Child Care	Investing Early	Sustain the Gain	Youth and Family Homelessness Prevention	Total
98119	9	73	61	Fewer than 5	144 - 147
98121	0	241	718	Fewer than 5	960 - 963
98122	17	1,793	747	22	2,577
98124	0	0	0	0	0
98125	49	886	609	39	1,580
98126	62	399	854	14	1,330
98127	0	0	Fewer than 5	0	1 - 4
98129	0	0	0	0	0
98131	0	Fewer than 5	0	0	1 - 4
98132	0	0	0	0	0
98133	39	612	537	35	1,221
98134	0	Fewer than 5	6	0	7 - 10
98136	0	37	183	0	220
98138	0	Fewer than 5	Fewer than 5	0	2 - 8
98139	0	0	0	0	0
98141	0	0	0	0	0
98144	39	2,269	663	32	3,002
98145	0	0	0	0	0
98146	126	1,335	1,132	42	2,635
98148	33	376	591	33	1,032
98154	0	Fewer than 5	0	0	1 - 4
98155	41	1,343	123	15	1,524
98158	0	Fewer than 5	Fewer than 5	0	2 - 8
98160	0	0	Fewer than 5	0	1 - 4
98161	0	0	0	0	0
98164	0	Fewer than 5	Fewer than 5	0	2 - 8
98165	0	Fewer than 5	Fewer than 5	0	2 - 8

ZIP Code	Child Care	Investing Early	Sustain the Gain	Youth and Family Homelessness Prevention	Total
98166	68	753	582	11	1,405
98168	135	1,451	1,267	94	2,946
98170	0	0	0	0	0
98171	0	0	0	0	0
98174	0	0	0	0	0
98175	0	Fewer than 5	0	0	1 - 4
98177	Fewer than 5	36	233	Fewer than 5	271 - 277
98178	75	877	2,419	100	3,470
98181	0	0	0	0	0
98185	0	Fewer than 5	0	0	1 - 4
98188	149	2,667	1,025	150	3,987
98189	0	Fewer than 5	0	0	1 - 4
98190	0	0	0	0	0
98191	0	0	0	0	0
98194	0	0	Fewer than 5	0	1 - 4
98195	0	Fewer than 5	Fewer than 5	0	2 - 8
98198	102	3,593	684	160	4,535
98199	Fewer than 5	34	55	8	98 - 101
98224	0	0	Fewer than 5	0	1 - 4
98288	0	Fewer than 5	Fewer than 5	0	2 - 8
Unknown/missing	97	12,916	3,593	28	16,627

Fiscal data in this table do not fully capture how Best Starts investments benefit residents within each ZIP Code because not all strategies and programs enroll individual participants (such as Evaluation, Capital Projects, and Technical Assistance and Capacity Building), some participants choose not to provide their ZIP Codes, and not all Best Starts investments are attributable or divisible among individual participants or ZIP Codes (such as costs to manage and administer programs, and costs for programs to report performance).

Figure 15. 2024 Expenditures by Best Starts Investment Area by ZIP Code, based on Where Participants Live

ZIP Code	Child Care	Investing Early	Sustain the Gain	Youth and Family Homelessness Prevention	Total
98001	\$602,000	\$421,000	\$317,000	\$136,000	\$1,227,000
98002	\$1,572,000	\$1,490,000	\$989,000	\$268,000	\$4,018,000
98003	\$2,501,000	\$1,679,000	\$328,000	\$423,000	\$3,747,000
98004	\$71,000	\$661,000	\$255,000	\$8,000	\$1,452,000
98005	\$153,000	\$524,000	\$72,000	\$7,000	\$1,005,000
98006	\$235,000	\$514,000	\$117,000	\$26,000	\$1,060,000
98007	\$316,000	\$1,285,000	\$540,000	\$31,000	\$2,894,000
98008	\$92,000	\$468,000	\$138,000	\$8,000	\$982,000
98009	\$0	\$3,000	\$0	\$0	\$5,000
98010	\$61,000	\$126,000	\$45,000	\$5,000	\$278,000
98011	\$122,000	\$124,000	\$321,000	\$18,000	\$609,000
98013	\$0	\$1,000	\$3,000	\$0	\$6,000
98014	\$0	\$113,000	\$127,000	\$0	\$344,000
98015	\$0	Less than \$1,000	\$0	\$2,000	\$2,000
98019	\$20,000	\$115,000	\$136,000	\$0	\$360,000
98022	\$153,000	\$278,000	\$110,000	\$15,000	\$632,000
98023	\$919,000	\$510,000	\$406,000	\$219,000	\$1,560,000
98024	\$0	\$28,000	\$92,000	\$2,000	\$156,000

ZIP Code	Child Care	Investing Early	Sustain the Gain	Youth and Family Homelessness Prevention	Total
98025	\$0	\$0	Less than \$1,000	\$0	Less than \$1,000
98027	\$204,000	\$528,000	\$415,000	\$31,000	\$1,432,000
98028	\$92,000	\$447,000	\$284,000	\$10,000	\$1,115,000
98029	\$429,000	\$245,000	\$244,000	\$64,000	\$781,000
98030	\$1,490,000	\$1,389,000	\$611,000	\$361,000	\$3,451,000
98031	\$1,153,000	\$5,025,000	\$622,000	\$240,000	\$9,641,000
98032	\$1,490,000	\$2,073,000	\$526,000	\$353,000	\$4,527,000
98033	\$163,000	\$101,000	\$47,000	\$34,000	\$263,000
98034	\$194,000	\$337,000	\$89,000	\$29,000	\$721,000
98035	\$0	\$4,000	\$3,000	\$0	\$10,000
98038	\$367,000	\$179,000	\$1,161,000	\$47,000	\$1,723,000
98039	\$0	\$4,000	\$13,000	\$0	\$23,000
98040	\$20,000	\$136,000	\$302,000	\$0	\$589,000
98041	\$0	Less than \$1,000	\$0	\$0	Less than \$1,000
98042	\$674,000	\$2,363,000	\$402,000	\$188,000	\$4,717,000
98045	\$0	\$207,000	\$227,000	\$0	\$622,000
98047	\$429,000	\$104,000	\$132,000	\$5,000	\$376,000
98050	\$0	\$0	\$0	\$5,000	\$3,000
98051	\$31,000	\$7,000	\$60,000	\$0	\$84,000
98052	\$378,000	\$467,000	\$129,000	\$82,000	\$1,037,000
98053	\$102,000	\$59,000	\$51,000	\$25,000	\$185,000
98054	\$0	\$0	\$0	\$0	\$0
98055	\$602,000	\$256,000	\$450,000	\$92,000	\$1,074,000
98056	\$316,000	\$989,000	\$1,567,000	\$65,000	\$3,600,000
98057	\$286,000	\$546,000	\$961,000	\$74,000	\$2,131,000
98058	\$817,000	\$505,000	\$509,000	\$204,000	\$1,658,000
98059	\$357,000	\$552,000	\$135,000	\$54,000	\$1,173,000

ZIP Code	Child Care	Investing Early	Sustain the Gain	Youth and Family Homelessness Prevention	Total
98062	\$0	\$1,000	\$2,000	\$0	\$5,000
98063	\$0	\$7,000	\$2,000	\$0	\$14,000
98064	\$0	\$5,000	\$0	\$0	\$8,000
98065	\$71,000	\$145,000	\$341,000	\$16,000	\$664,000
98068	\$0	\$0	\$0	\$0	\$0
98070	\$133,000	\$654,000	\$714,000	\$0	\$1,973,000
98071	\$0	\$2,000	\$0	\$0	\$3,000
98072	\$71,000	\$33,000	\$188,000	\$0	\$283,000
98073	\$0	\$0	Less than \$1,000	\$0	Less than \$1,000
98074	\$0	\$28,000	\$30,000	\$23,000	\$95,000
98075	\$31,000	\$57,000	\$39,000	\$0	\$147,000
98077	\$0	\$9,000	\$141,000	\$0	\$180,000
98082	\$0	\$1,000	\$0	\$0	\$2,000
98083	\$0	\$1,000	\$0	\$0	\$2,000
98089	\$0	\$2,000	\$0	\$0	\$4,000
98092	\$459,000	\$1,683,000	\$905,000	\$270,000	\$4,154,000
98093	\$0	\$5,000	\$2,000	\$0	\$10,000
98101	\$61,000	\$46,000	\$48,000	\$11,000	\$148,000
98102	\$31,000	\$42,000	\$90,000	\$20,000	\$193,000
98103	\$194,000	\$464,000	\$421,000	\$10,000	\$1,315,000
98104	\$61,000	\$223,000	\$220,000	\$36,000	\$666,000
98105	\$316,000	\$141,000	\$317,000	\$11,000	\$649,000
98106	\$817,000	\$450,000	\$300,000	\$46,000	\$1,231,000
98107	\$0	\$32,000	\$155,000	\$5,000	\$239,000
98108	\$296,000	\$600,000	\$524,000	\$41,000	\$1,696,000
98109	\$133,000	\$138,000	\$137,000	\$23,000	\$423,000
98111	\$0	\$2,000	Less than \$1,000	\$2,000	\$5,000

ZIP Code	Child Care	Investing Early	Sustain the Gain	Youth and Family Homelessness Prevention	Total
98112	\$0	\$24,000	\$192,000	\$8,000	\$270,000
98113	\$0	\$2,000	\$0	\$0	\$3,000
98114	\$0	\$6,000	\$2,000	\$0	\$12,000
98115	\$255,000	\$188,000	\$950,000	\$18,000	\$1,463,000
98116	\$82,000	\$49,000	\$446,000	\$5,000	\$616,000
98117	\$41,000	\$22,000	\$425,000	\$0	\$538,000
98118	\$1,031,000	\$1,547,000	\$1,408,000	\$211,000	\$4,526,000
98119	\$92,000	\$40,000	\$49,000	\$5,000	\$137,000
98121	\$0	\$131,000	\$578,000	\$5,000	\$902,000
98122	\$174,000	\$975,000	\$602,000	\$36,000	\$2,419,000
98124	\$0	\$0	\$0	\$0	\$0
98125	\$500,000	\$482,000	\$491,000	\$64,000	\$1,483,000
98126	\$633,000	\$217,000	\$688,000	\$23,000	\$1,249,000
98127	\$0	\$0	Less than \$1,000	\$0	Less than \$1,000
98129	\$0	\$0	\$0	\$0	\$0
98131	\$0	Less than \$1,000	\$0	\$0	Less than \$1,000
98132	\$0	\$0	\$0	\$0	\$0
98133	\$398,000	\$333,000	\$433,000	\$57,000	\$1,146,000
98134	\$0	\$2,000	\$5,000	\$0	\$8,000
98136	\$0	\$20,000	\$147,000	\$0	\$207,000
98138	\$0	\$1,000	Less than \$1,000	\$0	\$3,000
98139	\$0	\$0	\$0	\$0	\$0
98141	\$0	\$0	\$0	\$0	\$0
98144	\$398,000	\$1,234,000	\$534,000	\$52,000	\$2,818,000
98145	\$0	\$0	\$0	\$0	\$0
98146	\$1,286,000	\$726,000	\$912,000	\$69,000	\$2,474,000
98148	\$337,000	\$205,000	\$476,000	\$54,000	\$969,000

ZIP Code	Child Care	Investing Early	Sustain the Gain	Youth and Family Homelessness Prevention	Total
98154	\$0	Less than \$1,000	\$0	\$0	Less than \$1,000
98155	\$418,000	\$730,000	\$99,000	\$25,000	\$1,431,000
98158	\$0	\$2,000	Less than \$1,000	\$0	\$5,000
98160	\$0	\$0	Less than \$1,000	\$0	Less than \$1,000
98161	\$0	\$0	\$0	\$0	\$0
98164	\$0	Less than \$1,000	Less than \$1,000	\$0	\$2,000
98165	\$0	\$2,000	Less than \$1,000	\$0	\$4,000
98166	\$694,000	\$410,000	\$469,000	\$18,000	\$1,319,000
98168	\$1,378,000	\$789,000	\$1,020,000	\$154,000	\$2,766,000
98170	\$0	\$0	\$0	\$0	\$0
98171	\$0	\$0	\$0	\$0	\$0
98174	\$0	\$0	\$0	\$0	\$0
98175	\$0	\$2,000	\$0	\$0	\$3,000
98177	\$41,000	\$20,000	\$188,000	\$7,000	\$260,000
98178	\$765,000	\$477,000	\$1,948,000	\$163,000	\$3,258,000
98181	\$0	\$0	\$0	\$0	\$0
98185	\$0	\$1,000	\$0	\$0	\$2,000
98188	\$1,521,000	\$1,451,000	\$826,000	\$245,000	\$3,743,000
98189	\$0	Less than \$1,000	\$0	\$0	Less than \$1,000
98190	\$0	\$0	\$0	\$0	\$0
98191	\$0	\$0	\$0	\$0	\$0
98194	\$0	\$0	Less than \$1,000	\$0	Less than \$1,000
98195	\$0	\$2,000	Less than \$1,000	\$0	\$5,000
98198	\$1,041,000	\$1,954,000	\$551,000	\$262,000	\$4,257,000
98199	\$20,000	\$18,000	\$44,000	\$13,000	\$93,000
98224	\$0	\$0	\$2,000	\$0	\$3,000
98288	\$0	Less than \$1,000	\$3,000	\$0	\$5,000

ZIP Code	Child Care	Investing Early	Sustain the Gain	Youth and Family Homelessness Prevention	Total
Unknown/missing	\$990,000	\$7,025,000	\$2,894,000	\$46,000	\$15,609,000

Fiscal data in this table do not fully capture how Best Starts investments benefit residents within each ZIP Code because not all strategies and programs enroll individual participants (such as Evaluation, Capital Projects, and Technical Assistance and Capacity Building), some participants choose not to provide their ZIP Codes, and not all Best Starts investments are attributable or divisible among individual participants or ZIP Codes (such as costs to manage and administer programs, and costs for programs to report performance).

Figure 16. 2024 Expenditures by Best Starts Investment Area by ZIP Code, based on Where Office-based Services are Located

ZIP Code	Child Care	Investing Early	Sustain the Gain	Youth and Family Homelessness Prevention	Total
98001	\$874,000	\$226,000	\$446,000	\$0	\$3,014,000
98002	\$989,000	\$902,000	\$765,000	\$136,000	\$3,757,000
98003	\$1,462,000	\$1,579,000	\$1,020,000	\$409,000	\$5,592,000
98004	\$201,000	\$0	\$255,000	\$0	\$786,000
98005	\$143,000	\$226,000	\$191,000	\$0	\$612,000
98006	\$115,000	\$226,000	\$127,000	\$0	\$481,000
98007	\$745,000	\$677,000	\$446,000	\$136,000	\$2,752,000
98008	\$387,000	\$677,000	\$127,000	\$0	\$1,398,000
98009	\$0	\$0	\$0	\$0	\$0
98010	\$14,000	\$451,000	\$64,000	\$0	\$175,000
98011	\$100,000	\$677,000	\$127,000	\$0	\$524,000
98013	\$0	\$0	\$0	\$0	\$0
98014	\$0	\$226,000	\$127,000	\$0	\$131,000
98015	\$0	\$0	\$0	\$0	\$0
98019	\$0	\$0	\$127,000	\$0	\$87,000
98022	\$172,000	\$451,000	\$127,000	\$0	\$699,000
98023	\$917,000	\$677,000	\$510,000	\$0	\$3,276,000
98024	\$0	\$0	\$127,000	\$0	\$87,000
98025	\$0	\$0	\$0	\$0	\$0
98027	\$201,000	\$1,128,000	\$255,000	\$0	\$1,005,000

ZIP Code	Child Care	Investing Early	Sustain the Gain	Youth and Family Homelessness Prevention	Total
98028	\$29,000	\$226,000	\$319,000	\$0	\$349,000
98029	\$72,000	\$226,000	\$127,000	\$136,000	\$393,000
98030	\$1,132,000	\$2,481,000	\$892,000	\$136,000	\$4,587,000
98031	\$1,376,000	\$677,000	\$510,000	\$136,000	\$4,718,000
98032	\$1,361,000	\$2,707,000	\$1,466,000	\$545,000	\$5,854,000
98033	\$43,000	\$0	\$255,000	\$0	\$306,000
98034	\$201,000	\$226,000	\$255,000	\$0	\$830,000
98035	\$0	\$0	\$0	\$0	\$0
98038	\$344,000	\$0	\$255,000	\$0	\$1,223,000
98039	\$0	\$0	\$0	\$0	\$0
98040	\$86,000	\$902,000	\$191,000	\$0	\$568,000
98041	\$0	\$0	\$0	\$0	\$0
98042	\$1,046,000	\$902,000	\$382,000	\$0	\$3,626,000
98045	\$0	\$451,000	\$319,000	\$0	\$306,000
98047	\$201,000	\$0	\$0	\$0	\$612,000
98050	\$0	\$0	\$0	\$0	\$0
98051	\$0	\$0	\$64,000	\$0	\$44,000
98052	\$301,000	\$902,000	\$64,000	\$136,000	\$1,180,000
98053	\$43,000	\$0	\$0	\$0	\$131,000
98054	\$0	\$0	\$0	\$0	\$0
98055	\$788,000	\$451,000	\$637,000	\$0	\$2,927,000
98056	\$272,000	\$1,579,000	\$510,000	\$273,000	\$1,573,000
98057	\$244,000	\$2,933,000	\$574,000	\$136,000	\$1,747,000
98058	\$630,000	\$226,000	\$510,000	\$136,000	\$2,359,000
98059	\$287,000	\$226,000	\$191,000	\$136,000	\$1,092,000
98062	\$0	\$0	\$0	\$0	\$0
98063	\$0	\$0	\$0	\$0	\$0

ZIP Code	Child Care	Investing Early	Sustain the Gain	Youth and Family Homelessness Prevention	Total
98064	\$0	\$0	\$0	\$0	\$0
98065	\$57,000	\$677,000	\$191,000	\$0	\$437,000
98068	\$0	\$0	\$0	\$0	\$0
98070	\$129,000	\$677,000	\$191,000	\$0	\$655,000
98071	\$0	\$0	\$0	\$0	\$0
98072	\$215,000	\$0	\$127,000	\$0	\$743,000
98073	\$0	\$0	\$0	\$0	\$0
98074	\$0	\$0	\$64,000	\$0	\$218,000
98075	\$0	\$0	\$64,000	\$0	\$87,000
98077	\$0	\$0	\$64,000	\$0	\$44,000
98082	\$0	\$0	\$0	\$0	\$0
98083	\$0	\$0	\$0	\$0	\$0
98089	\$0	\$0	\$0	\$0	\$0
98092	\$616,000	\$677,000	\$191,000	\$136,000	\$2,184,000
98093	\$0	\$0	\$0	\$0	\$0
98101	\$100,000	\$0	\$191,000	\$0	\$437,000
98102	\$86,000	\$0	\$255,000	\$0	\$437,000
98103	\$43,000	\$1,354,000	\$574,000	\$136,000	\$830,000
98104	\$287,000	\$677,000	\$765,000	\$136,000	\$1,573,000
98105	\$301,000	\$0	\$64,000	\$0	\$961,000
98106	\$888,000	\$902,000	\$637,000	\$136,000	\$3,364,000
98107	\$0	\$0	\$0	\$0	\$218,000
98108	\$817,000	\$1,354,000	\$1,593,000	\$136,000	\$3,888,000
98109	\$43,000	\$0	\$191,000	\$0	\$262,000
98111	\$0	\$0	\$0	\$0	\$0
98112	\$0	\$0	\$319,000	\$0	\$306,000
98113	\$0	\$0	\$0	\$0	\$44,000

ZIP Code	Child Care	Investing Early	Sustain the Gain	Youth and Family Homelessness Prevention	Total
98114	\$0	\$0	\$0	\$0	\$0
98115	\$272,000	\$226,000	\$574,000	\$0	\$1,267,000
98116	\$0	\$0	\$191,000	\$0	\$131,000
98117	\$0	\$0	\$127,000	\$0	\$131,000
98118	\$1,247,000	\$3,384,000	\$2,167,000	\$136,000	\$5,985,000
98119	\$29,000	\$0	\$64,000	\$0	\$131,000
98121	\$0	\$451,000	\$191,000	\$0	\$218,000
98122	\$115,000	\$2,933,000	\$1,466,000	\$0	\$1,922,000
98124	\$0	\$0	\$0	\$0	\$0
98125	\$344,000	\$0	\$574,000	\$0	\$1,442,000
98126	\$831,000	\$0	\$892,000	\$0	\$3,145,000
98127	\$0	\$0	\$0	\$0	\$0
98129	\$0	\$0	\$0	\$0	\$0
98131	\$0	\$0	\$0	\$0	\$0
98132	\$0	\$0	\$0	\$0	\$0
98133	\$229,000	\$451,000	\$382,000	\$0	\$1,048,000
98134	\$0	\$0	\$255,000	\$0	\$218,000
98136	\$0	\$0	\$0	\$0	\$87,000
98138	\$0	\$0	\$0	\$0	\$0
98139	\$0	\$0	\$0	\$0	\$0
98141	\$0	\$0	\$0	\$0	\$0
98144	\$616,000	\$3,158,000	\$1,721,000	\$409,000	\$3,801,000
98145	\$0	\$0	\$0	\$0	\$0
98146	\$759,000	\$677,000	\$956,000	\$136,000	\$3,145,000
98148	\$931,000	\$902,000	\$255,000	\$0	\$3,189,000
98154	\$0	\$0	\$0	\$0	\$0
98155	\$201,000	\$0	\$255,000	\$0	\$786,000

ZIP Code	Child Care	Investing Early	Sustain the Gain	Youth and Family Homelessness Prevention	Total
98158	\$0	\$0	\$0	\$0	\$0
98160	\$0	\$0	\$0	\$0	\$0
98161	\$0	\$0	\$0	\$0	\$0
98164	\$0	\$0	\$0	\$0	\$0
98165	\$0	\$0	\$0	\$0	\$0
98166	\$645,000	\$1,128,000	\$637,000	\$0	\$2,621,000
98168	\$1,791,000	\$1,354,000	\$1,211,000	\$136,000	\$6,597,000
98170	\$0	\$0	\$0	\$0	\$0
98171	\$0	\$0	\$0	\$0	\$0
98174	\$0	\$0	\$0	\$0	\$0
98175	\$0	\$0	\$0	\$0	\$0
98177	\$43,000	\$0	\$127,000	\$0	\$218,000
98178	\$702,000	\$451,000	\$1,020,000	\$0	\$2,927,000
98181	\$0	\$0	\$0	\$0	\$0
98185	\$0	\$0	\$0	\$0	\$0
98188	\$1,748,000	\$1,128,000	\$1,402,000	\$545,000	\$6,684,000
98189	\$0	\$0	\$0	\$0	\$0
98190	\$0	\$0	\$0	\$0	\$0
98191	\$0	\$0	\$0	\$0	\$0
98194	\$0	\$0	\$0	\$0	\$0
98195	\$0	\$451,000	\$64,000	\$0	\$131,000
98198	\$788,000	\$1,354,000	\$574,000	\$273,000	\$3,145,000
98199	\$43,000	\$0	\$0	\$136,000	\$175,000
98224	\$0	\$0	\$0	\$0	\$0
98288	\$0	\$0	\$64,000	\$0	\$44,000
Unknown/missing	\$1,490,000	\$1,128,000	\$892,000	\$273,000	\$4,718,000