

2023 Best Starts for Kids Annual Report

July 15, 2024



King County

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Executive Summary

Overview

The Best Starts for Kids 2023 Annual Report summarizes the activities of the Best Starts for Kids initiative in 2023 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 be happy, healthy, safe, and thriving. This annual report celebrates the second year of the second levy, reflecting Best Starts’ value of centering equity and community strengths. This year’s report presents Best Starts’ work organized by themes rather than by investment areas to highlight the collective impact of Best Starts and community partners’ work. The report offers quantitative and qualitative data from performance measures and narrative reports, along with evaluation findings. Community partners’ feedback is 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 Implementation and Outcomes in 2023

In 2023, Best Starts and community partners expanded their reach and achieved positive outcomes for King County families across age groups, races, ethnicities, geography, and cultures. In 2023, Best Starts partnered with 336 community-based organizations operating 591 programs to directly serve 151,919 children, young people, families, and community members across King County.³

Outcomes from Best Starts strategies are organized into five themes: Meeting Families’ Needs, Prioritizing Well-being and Mental Health, Cultivating Opportunities for Children and Young People, Strengthening the Workforce, and Building Community Power and Capacity. For each theme, this report includes supporting quantitative and qualitative findings from evaluation data and partner reporting. Some examples of Best Starts 2023 outcomes are:

- 94 percent of households who received support from Youth Family Homelessness Prevention Initiative stayed housed within one year of exit.
- 57 percent of youth leaders who participated in the Community Well-being Initiative reported increased leadership skills.
- 81 percent of assessed participants in Youth Development programs increased connections or built healthy relationships.

¹ [Ordinance 19354](#)

² [2022 – 2027 Best Starts for Kids Implementation Plan](#)

³ Best Starts funded programs also reached 222,562 people through programs that included drop-in services or screenings, 1,243 people in workforce training programs, and 198,130 people through social media engagement.

- 81 percent of participants in Workforce Development workshops reported they could apply something they learned to their work.
- Communities of Opportunity Systems and Policy Change partners developed 1,006 resident leaders.

B. Geographic Distribution of Best Starts for Kids Services

Best Starts reaches children, young people, families, and caregivers across King County. ZIP Codes where the highest number of Best Starts participants reside typically have more young people, lower opportunity, or both.⁴ For more detailed information on Best Starts' reach, see Appendix E ZIP Code Data Book, starting on page 32.

C. Best Starts for Kids Fiscal Information

In 2023, Best Starts expended more than \$129 million. Two new investment areas, Child Care and Capital Projects, launched in the 2022-2027 levy and have taken more time to implement than anticipated. As of this report date, the Capital Projects investment has awarded 2022 funds through competitive procurement and the 2023 funds are on track to be fully committed in 2024. The delay in the Child Care Wage Boost Pilot implementation resulted from delays in start-up staffing timelines and a change in community partner in Q3 of 2023, which necessitated a re-procurement. Wage Boost's 2023 funds will be used for full implementation including distribution of funds to child care workers in 2024.

The Best Starts fiscal table detailing expenditures by investment area and strategy is online in the [Best Starts for Kids Data Dashboard](#). A summary fiscal table at the investment area level is provided in section IV.C of this report.

D. Investment Changes

Best Starts made no changes to planned strategy-level investments in 2023 or for future years. Underspend in a strategy or investment area's prior annual budget that was legislatively carried forward into 2023 and future years is allocated within the same strategies and investment areas to maintain the level of commitments outlined in the Best Starts implementation plan.

E. Feedback from Grantees and Providers

In 2023, Best Starts' community partners across strategies shared a desire for role clarity between King County staff and community providers, and clarity on King County processes and systems. Partners also requested more in-person opportunities to share resources and knowledge or best practices, build community, and develop strong relationships and connections. In response to community feedback, Best Starts created, co-hosted, and scheduled more virtual and in-person meetings with partners on a consistent basis, so that staff and providers could connect and engage deeply with one another. Best Starts is also continually improving the Request for Proposal (RFP) and contracting processes to make it easier for organizations to access funds and successfully meet expectations and contract deliverables.

⁴ [Child Opportunity Index \(COI\) 2.0 Zip Code Data, February 2023](#)

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 findings from 2023 in-depth evaluation reports are found in section F.

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

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

Members of the King County Children and Youth Advisory Board and the Communities of Opportunity Governance Group reviewed a draft of this report in May 2024, in recognition of these bodies' advisory roles for Best Starts as described in KCC 2A.300.510 and KCC 2A.300.521.⁵

Conclusion/Next Actions

In 2023, Best Starts invested in 187 new programs operated by 136 organizations, 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 key themes in this report summarize the holistic nature of Best Starts strategies.

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

In 2024, Best Starts plans to continue re-procurement processes for several strategies that will refresh its work with current partners and create opportunities for new partners to join through re-procurement processes. Best Starts will also begin to evaluate the impacts of several of its innovative approaches to address community needs.

Through partnerships in every part of the region, Best Starts catalyzes strong starts with comprehensive prenatal well-being through early childhood supports, sustaining these gains as young people progress

⁵ [KCC 2A.300.510 and KCC 2A.300.521](#)

to adulthood, and strengthening communities' voices and power to influence decisions that affect them. Best Starts will continue to lead with racial equity and community wisdom, staying true to the pillars of promotion, prevention, early intervention, and systems and policy change.

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 be 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 constrain people from pursuing lives of promise and possibility, while advancing equity in systems and policies that affect families across King County. Best Starts and community partners center and value the experiences and voices of Black, Indigenous, and People of Color (BIPOC) in their projects and programs to bolster historically underserved and underrepresented communities.⁶ Best Starts' holistic approach aims to support young people in achieving their fullest potential and growing successful relationships with self, family, caregivers, teachers, providers, and community.

Community partners use Best Starts funding to strengthen relationships and programs and 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.

Best Starts works toward this vision by working with community partners in these investment areas, described in the 2022-2027 Best Starts for Kids Implementation Plan:⁷

- **Child Care (CC):** Offers subsidies for families so that more families can afford this essential service and investments 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 young people to enhance their social-emotional development and mental well-being, and connect with peers and supportive adults in and out of school.

⁶ 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), but encourages holistic interpretations of this term used throughout the report.

⁷ [2022 – 2027 Best Starts for Kids Implementation Plan](#)

- **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):** Builds community power to create equitable conditions in housing, health, economic opportunity, and community connections.⁸
- **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):** Offering assistance to community organizations to apply for Best Starts funding and strengthening funded partners' organizations and programs.

Best Starts for Kids Approach

Best Starts produces positive outcomes for children through the principles of promotion, prevention, early intervention, and policy and systems change (Figure 2). 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 work toward longer-term, multigenerational impacts. 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 to adulthood and community life.

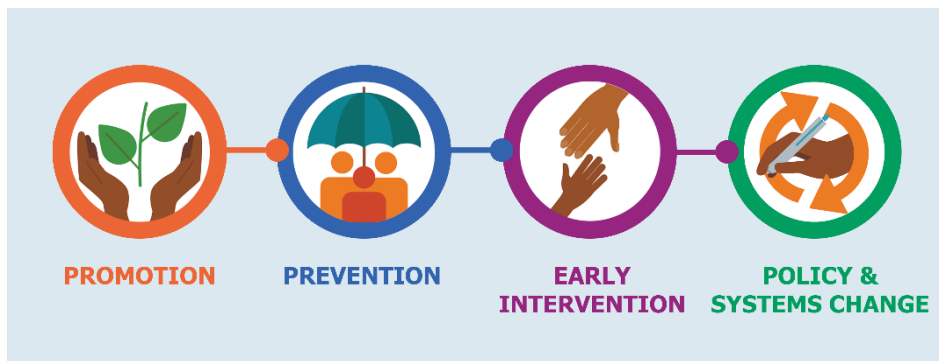


Figure 1. Best Starts for Kids Principles

Founded in community, Best Starts commits to learning alongside partners, experimenting with new, innovative approaches, and growing with partners to expand reach and impact.

Department Overview

DCHS and PHSKC share an important vision grounded in the King County Strategic Plan that all King County residents achieve optimal health and well-being and that communities thrive.⁹ 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. Various divisions throughout these two departments manage the Best Starts strategies.

⁸ 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.

⁹ 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.

DCHS envisions a welcoming community that is racially just, where the field of human services exists to undo and mitigate systemically inequitable structures. The Department, along with a network of community providers and partners, plays a leading role in creating and coordinating the region’s human services infrastructure. DCHS stewards the revenue from the Veterans, Seniors, and Human Services Levy (VSHSL), Best Starts for Kids (Best Starts) levy, the MIDD behavioral health sales tax fund (MIDD), the Crisis Care Centers (CCC) levy, the Health Through Housing sales tax, and the Puget Sound Taxpayer Accountability Account (PSTAA), along with other state and federally-directed revenues.^{10, 11, 12, 13}

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.¹⁴

Key Historical Context and Current Conditions

This report showcases how Best Starts and community partners work in collaboration to address immediate and pressing concerns in King County, including basic needs, mental health, and workforce development, to ensure all babies, children, and families can grow to be healthy and thrive. Best Starts and community partners understand the importance of adapting to communities and their evolving needs.

Grounded in the value of building on community strengths, Best Starts and community partners identified five key themes featured in this report that integrate strategies across investment areas. This integrated presentation of strategies demonstrates the holistic nature of Best Starts, as it was designed from the beginning to give kids and families opportunities to prosper. Best Starts has always been rooted in racial equity and reliant on community wisdom and expertise to know what is essential for them. From Best Starts’ inception, community has been at the table to design what types of programs to fund and how to address what matters to them the most.

As the cost of living increases in the area, families struggle to make ends meet.¹⁵ Overstretched and under-compensated as wages do not keep up with rising costs, families must make hard decisions about where to spend their resources. Best Starts approaches this issue at an individual level by working with partners to get tangible goods to families, and from a systemic perspective through strategies that seek to increase non-profit and child care workers’ salaries, enhance access to employment opportunities for young people, and provide skill and professional development resources.

¹⁰ [Best Starts for Kids Levy](#)

¹¹ [The MIDD behavioral health sales tax fund is also referred to as the Mental Illness and Drug Dependency fund.](#)

¹² [Health Through Housing sales tax](#)

¹³ [Puget Sound Taxpayer Accountability Account](#)

¹⁴ [Public Health Seattle King County Strategic Plan](#)

¹⁵ [Workforce Development Council of Seattle-King County. Overlooked and Undercounted: Struggling to Make Ends Meet in Washington State](#)

King County continues to face enduring impacts from the COVID-19 pandemic that impact the overall community. Among these are the mental health needs of young people.¹⁶ Best Starts works with community partners to support individual and collective well-being, including youth mental health. Partners provide caregivers tools to develop secure attachments with the young children in their lives and to create a pathway to establish a more diverse workforce in the mental health field to meet the needs of all children. Best Starts' focus on promotion brings more youth development programming into the community where young people can flourish and feel prepared in planning for their future.

This year's report highlights Best Starts and community partners' focus on providing services to families navigating continuously rising costs of living, strengthening the child care workforce, and uplifting young people by addressing mental health concerns.

Legislative History, Policy Goals, and Annual Reporting Requirement

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. After passage of Ordinance 19267 six years later, King County voters approved King County Proposition No. 1 to renew the Best Starts for Kids levy through 2027.¹⁷ 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.¹⁸ Ordinance 19267 and Ordinance 19354 require an annual report on levy expenditures, services, and outcomes to the Council by July 15 of each year.

Report Methodology

Best Starts and community partners work together to gather data and feedback regularly. Best Starts evaluators summarized quantitative and qualitative data from performance measures and semiannual narrative reports from funded community partners to capture Best Starts' work in 2023. Best Starts staff also gathered feedback continuously throughout the year and shared themes focusing on where partners needed support and how Best Starts is already addressing them. Findings inform how Best Starts is working towards investing and will continue to invest in partners in 2023 and beyond. Best Starts staff contracted Cardea Services and created this report in collaboration, using these performance measures and narrative reports.

This report summarizes these 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. For detailed partner feedback by strategy, please see Appendix D.

¹⁶ [In Their Own Words Young People Describe the Impact of COVID 19](#)

¹⁷ [Ordinance 19267](#)

¹⁸ [Ordinance 19354](#)

Report Requirements

This annual report summarizes the activities of the Best Starts for Kids initiative through the end of 2023 and fulfills the reporting requirements in Ordinance 19267, Ordinance 19354, and the Best Starts for Kids Implementation Plan 2022 – 2027.^{19,20,21} Specifically, this document includes summaries of the accomplishments and effectiveness of the expenditure of Best Starts for Kids levy in 2023, and financial information and the distribution of participants and expenditures by ZIP Code and investment area. In addition, it contains customizable data views and greater geographic and financial detail, organized by section and investment area. [Best Starts for Kids Data Dashboard](#) contains customizable data views and greater geographic and financial detail, organized by section and investment area.

A. Best Starts for Kids Key Themes and Outcomes in 2023

Best Starts for Kids Key Themes

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 themes shaped Best Starts programming and results in 2023:

- **Meeting Families’ Needs** to support families in feeling safe and stable.
- **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 and Capacity** to support equitable systems change and organizational infrastructure.

Best Starts Outcomes

2023 represents nearly full implementation of Best Starts strategies. In 2023, Best Starts partnered with 336 community-based organizations operating 591 programs to reach more than 221,000 children, young people, families, and community members across King County. Strategies that procured funds in 2022 started to see impact of those programs, and the [data dashboard](#) began to be populated with information demonstrating services reaching the community. Best Starts ran 12 RFP processes in 2023, which resulted in 187 new programs and welcomed 136 organizations to the Best Starts family. The new investment areas of Child Care and Capital Projects have operated on extended timelines while continuing to deepen their strategy development in partnership with community. Full implementation will ensure families with young children can get subsidies for child care, providers’ needs are integrated into program design, and to provide for healthy and safe buildings where children can learn, grow, and explore.

¹⁹ [Ordinance 19267](#)

²⁰ [Ordinance 19354](#)

²¹ [Best Starts for Kids Implementation Plan, p. 58](#)

This report contains examples of Best Starts’ positive impact on young people, families, and communities in concrete and systemic ways. As Best Starts moves into the middle years of the second levy, it continues to improve systems inside and outside the County, especially by breaking down barriers to accessing public funds. For example, Best Starts is striving to make RFPs simpler to understand with questions that are straightforward, examining the County’s insurance requirements for partners, and ensuring Best Starts practices are equitable and hold community in the center.

Meeting Families’ Needs



Figure 2. Family at Center for Human Services, Kaleidoscope Play & Learn Group

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)

The seven Best Starts strategies above contribute to outcomes related to meeting families’ needs by providing concrete supports, services, and resources across the age spectrum. Some of these are direct services that keep families and young people housed or expand access to care they need, and some focus on developing integrated networks of programs to serve families. Knowing where to turn to for resources can help alleviate day-to-day stressors. For example, in 2023:

- 98 percent of primary caregivers who received Child Care Subsidy reported less financial stress.
- 94 percent of households who received support from Youth Family Homelessness Prevention Initiative stayed housed within one year of exit.
- 99 percent of clients served through Maternity Support Services and Infant Case Management had infants with a healthy birth weight.

The wide variety of services provided to families through Best Starts funding is essential to build 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.

Connecting families to tangible supports and culturally rooted services

Best Starts' [Help Me Grow](#) program partners with local community organizations to connect families and caregivers with young children to what they need, when and how they need it, making **10,240 connections to support for 1,530 parents and caregivers** in 2023.²²

In 2023, Best Starts transitioned its contract for administration of the [Child Care Subsidy](#) program from Scholar Fund to Brightspark Early Learning Services to ensure high quality services for families.²³ Best Starts successfully preserved enrollment for all families in the subsidy program during and after the transition. The Child Care Subsidy, which partnered with five community-based organizations, helped 1,334 families afford the cost of child care for 2,064 children.

The 2023 geographic distribution of the Best Starts for Kids Child Care Subsidy dollars reflected initial projections based on where eligible families are concentrated in the County. About 60 percent of eligible families reside in the southern region of the County, while approximately two thirds of children receiving Best Starts subsidy live in South King County. In 2023, **95 percent of primary caregivers who received the subsidy experienced a positive change in career or education** through their new capacity to pursue career goals or advancement.

Best Starts' [Youth and Family Homelessness Prevention Initiative](#) engages families and connects them to case management and flexible financial assistance programs to reduce imminent risk of housing loss. **In 2023, 94 percent of households remained housed within one year of exit.** However, the initiative "is more than just rental assistance," shares Taylor Brown, a Best Starts Case Manager at POCAAN. "We provide life skills, an ear to listen when there is nobody else, accountability, and a safe space to learn and grow. We help to foster growth, improvement, and success in our families."²⁴

"Our team goes to great lengths to try to meet every single baby item request honoring the family's culture, wishes, and hopes for their baby. This looks like spending extra time sorting through donations to make sure we can pass them on to a family with confidence... or dropping diapers off at a family's door when they are in urgent need and they don't have access to transportation... The breadth and depth of our tangible baby item support is astonishing and would not be possible without the care and heart that our team pours into their work."

– Stacey Silver, Family Connector Lead, Open Arms Perinatal Services

²² [Best Starts Strategy One-Pagers](#)

²³ [Best Starts Strategy One-Pagers](#)

²⁴ [Best Starts Strategy One-Pagers](#)

Now in its second year, Best Starts’ Parent Child Health Services’ [Family Ways](#) program leads with racial equity, supporting pregnant people, parenting families, and children up to age 5 to promote family health and wellness.²⁵ Family Ways works one-on-one with clients on family-identified priorities which cover a wide range of topics from obtaining rental assistance, to addressing picky eating at family mealtimes, and even just listening to families. 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 with peer community specialists representing the communities served as well as a skilled clinical team which includes a public health nurse, social worker, and registered dietician. In 2023, **Best Starts reached 178 participants** through the Family Ways program.

“We believe our successes and high client satisfaction are because of our flexible yet structured approach to services and the trust we build with clients. We are committed to our vision and program core components but customize our services to clients... We are able to meet clients at locations convenient for them such as their home or library, reducing barriers and no-show / cancellation rates.”

– Katie Hess, Program Manager, Public Health—Seattle & King County

Boosting families’ knowledge of parenting and child development

Best Starts’ [Home-Based Services](#) offers relationship-based support by trained Home Visitors for expecting families and families of children birth to age 5 years. In 2023, **3,272 caregivers participated in 86,893 visits** using nationally implemented or community-designed models, building their knowledge of parenting and child development.²⁶

²⁵ [Family Ways Website](#)

²⁶ [Best Starts Strategy One-Pagers](#)

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

“Families were able to connect with one another, sharing their experiences and asking one another questions. Positive relationships quickly blossomed between parents/caregivers and our staff, and these communal meals were certainly a factor in each participant reporting that they felt an increase in social connections thanks to attending [our program]. We are so grateful that these families trusted us, that they were able to find community amongst one another, and that they will all be returning in February to take part in level two of the program.”

— Community-Based Parenting Supports partner

social-emotional well-being of pregnant people, parents, and caregivers of children birth to age 5.²⁷ In the community-based Lactation and Perinatal Support Services Program, **all 271 participants reported increased knowledge and skills** because of the culturally relevant educational services in 2023.²⁸

Increasing social connection

Best Starts’ [Positive Family Connections](#) strategy 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.²⁹ In 2023, the strategy enrolled **1,895 parents and caregivers and 1,055 young people. Ninety-nine percent of parents and caregivers and 97 percent of young people reported increased connection** to peers, family, culture, or community.

Prioritizing Well-being and Mental Health



Figure 3. Participants at the Infant Early Childhood Mental Health Certificate Program Kickoff

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 and Brief Intervention and for Referral to Treatment/Services (SG)
- School-Based Health Centers (SG)
- Universal Developmental Screening (IE)

²⁷ [Best Starts Strategy One-Pagers](#)

²⁸ [Best Starts Strategy One-Pagers](#)

²⁹ [Best Starts Strategy One-Pagers](#)

A focus on holistic well-being including mental health at all stages of life has been a cornerstone of the Best Starts initiative. The nine Best Starts strategies above contribute to outcomes related to prioritizing well-being and mental health while celebrating cultural roots and strengths by working to undo the tangible impacts of racism; meeting physical health, mental health, and developmental needs; and increasing understanding and awareness of physical and mental health. For example, in 2023:

- 65 percent of families who received a referral through the Universal Developmental Screening Family Centered Developmental Programs went on to establish a service connection.
- 57 percent of youth leaders who participated in the Community Well-being Initiative reported increased leadership skills.
- 99 percent of scholars served through the Liberation and Healing from Systemic Racism programs were in progress to meet or met their relationship goal.

Working to undo the tangible impacts of racism

Best Starts [Parent Child Health Services’ Infant Mortality Prevention Network](#) supports community collaboration to eliminate racial disparities in infant deaths and improve birth outcomes within the communities experiencing the highest rates of infant mortality.^{30 31} In 2023, the Network **provided 3,180 services** within the communities experiencing the highest rates of infant mortality. **Among 122 pregnant patients with birth outcomes observed, 94 percent had healthy birth outcomes**, meaning babies were neither miscarried, premature, nor had low birth weight.³²

Best Starts’ [Liberation and Healing](#) partners with communities most impacted by systemic racism to co-create opportunities for scholars to participate in a wide range of programs.³³ The activities, ranging from the arts to exposure to the natural world, are designed to create a culturally responsive education system that aids young people’s healing and sparks new interests. In 2023, **94 percent of families who received a basic needs referral through Liberation and Healing’s TRACE partners were able to meet a basic need** such as securing housing, accessing

“Seeing scholars literally experience liberation and healing by gaining confidence in their abilities to create compelling, entertaining, and inspirational stories on screen is truly an honor. The scholars say they feel empowered, confident, and assured they can learn the fundamentals of filmmaking, take these skills, build on them, and eventually produce entertaining content that uplifts, brings joy, entertains, and inspires Black and Brown communities.”

— Dr. Anita M. Cal, CEO/President, Kreative Collective L.L.C.

³⁰ [Best Starts for Kids Blog](#)

³¹ [Public Health – Seattle & King County, 2024/2025 Community Health Needs Assessment](#)

³² The term “healthy birth outcomes” refers to births that were neither premature nor low-birth weight.

³³ [Best Starts Strategy One-Pagers](#)

food, or accessing medical services which allowed families in crisis to move towards healing.³⁴

Meeting physical health, mental health, and developmental needs

Best Starts' [Universal Developmental Screening](#) strategy provides information, training, tools, and connections among providers to ensure all King County children receive or have access to culturally

"We are intentionally modeling new habits, attitudes, beliefs, and expectations... We know that there is a powerful parallel process involved in this work, so that the fundamental goals of a positive parent-child dyad are reflected all the way up through service providers, leadership members, supervisors/directors, and the CEO."

– Laura Anderson, ESIT Program Director, Children's Therapy Center

appropriate, high quality developmental screening.³⁵ In 2023, Best Starts partners **directly screened 1,801 children for developmental progress, making 2,095 connections to needed services.**

One such service is [Early Support for Infants and Toddlers](#), which promotes equitable outcomes for families with children birth to age three who have developmental delays or disabilities.³⁶ In 2023, the Early Support for Infants and Toddlers (ESIT) program **served 6,720 children, 76 percent of whom made progress in their social-emotional development.**

[School-Based Health Centers](#)

(SBHCs) meet young people where they are: in school. In clinics across King County, young people can access high quality, culturally relevant medical care, mental health care, and, in some cases, dental care.³⁷ In 2023, **4,459 students enrolled in school-based health center programs.** As Marlen Mendez, a Health Center Administrator at Sea Mar, shared, "Over the last month, [a student] had been to the ER three times. The SBHC provider was able to communicate and reassure him in Spanish and ordered an MRI and a referral to neurology...The provider offered [the student] the option of therapy and medication to manage [his] anxiety. He chose both options, something that the visits to the ER never addressed or offered."

"At my school, we utilized the universal screening. Through this process, I met a 7th grade student who screened in with a yellow flag. He was struggling with self-worth. With support from parents, we were able to connect him to individual counseling. This student has made gains emotionally and socially over the school year. This student is more involved in school, improved grades and appears much happier at school. SBIRT helped identify this student for support."

– Renee Damerow, Middle School Counselor, Kent School District

Best Starts' [School-Based Screening and Brief Intervention and for Referral to Treatment/Services \(SB:SBIRT\)](#) screened

10,151 middle and 3,186 high school students for behavioral health needs.³⁸ About four in ten students

³⁴ TRACE is an enhanced trauma-specific response to eligible children, young people, and family members who have experienced an adverse community event and/or are experiencing trauma as a result of childhood experiences.

³⁵ [Best Starts Strategy One-Pagers](#)

³⁶ [Best Starts Strategy One-Pagers](#)

³⁷ [Best Starts Strategy One-Pagers](#)

³⁸ [Best Starts Strategy One-Pagers](#)

in middle and high school identified new needs through SBIRT. Staff connected more than half of the students who received services to prevent suicide in young people, promote social and emotional health, and prevent substance use.³⁹

Increasing understanding and awareness of physical and mental health

Best Starts' [Child and Adolescent Immunizations](#) activities increase vaccine awareness and knowledge, vaccine demand and referral to care, and engagement with health topics through youth-designed games, t-shirts, and stickers that promote vaccinations in a fun, relatable way.⁴⁰ The Child and Adolescent Immunizations strategy also works to foster growth and amplify voices of youth health advocates. As Marina Martinez, a Program Manager at the Washington Chapter of the American Academy of Pediatrics shared, "The WA-CHIP [Washington Child Health Improvement Partnership] Team is proud to have **impacted over 13,800 children and adolescents in King County. Missed opportunities to vaccinate children decreased by 19.9 percent and missed opportunities to vaccinate teens decreased by 13.5 percent.**"

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.⁴¹ In 2023, this initiative **held 468 community outreach activities and program events and 120 trainings with young leaders, community members, and providers. 100 percent of young people reported increased understanding of mental health and well-being after participating in the program.**

Promoting positive relationships between families and service providers

Best Starts' [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.⁴² ⁴³ These offerings strengthen the ability of caregivers and providers to support children to form close relationships with adults and peers. In 2023, **257 providers participated in 37 workshops** in which **94 percent of participants** reported they **could apply something they learned to their work.** In addition, **519 providers participated in 696 reflective practice sessions** in which **85 percent of participants reported increased capacity to reflect on their work.**

³⁹ A yellow flag, mentioned in the quote by Renee Damerow, is known as a Tier 2 concern when a student has a response on the screening tool that indicates they may benefit from a brief intervention within the next two weeks.

⁴⁰ [Best Starts Strategy One-Pagers](#)

⁴¹ [Best Starts Strategy One-Pagers](#)

⁴² 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 to stop and reflect about how work is being done, how policies are created, and families are being served.

⁴³ [Best Starts Strategy One-Pagers](#)

Cultivating Opportunities for Children and Young People



Figure 4. Youth and Staff at the Spring Youth Showcase with Launch, Coyote Central, Double Dutch Divas, and SPIN

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)

These five Best Starts strategies cultivate opportunities for children and young people by investing in programming that creates positive spaces for young people when they are not in school or work. These programs build young people’s strength and resilience to address stigma and racism and promote social and emotional well-being, interpersonal connections, and positive identity development. By supporting young people through mentorship, cultural connection and celebration, exploration of nature, and job training skills, programs provide opportunities for young people to learn and develop skills so they can actively plan for and look forward to their future and avoid legal system involvement. For example, in 2023:

- 80 percent of youth participating in Expanded Learning gained new skills.
- 61 percent of young people participating in the Stopping the School-to-Prison Pipeline made progress toward their educational goals.
- 81 percent of assessed participants in Youth Development programs increased connections or built healthy relationships.

Building young people’s strength and resilience to address stigma and racism

Best Starts’ [Transitions to Adulthood](#) supports young people ages 16 to 24 to meet their education and employment goals who may not otherwise have opportunities due to stigma and racism.⁴⁴ Reengaging in secondary education and helping them navigate the 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 2023, **720 young people participated in employment, education, or behavioral health programming on an ongoing basis.** According to assessments of individualized goal plans, **74 percent of young people** enrolled in behavioral health 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.⁴⁵ Program staff build relationships with young people, provide guidance, and connect them to internships and employment with the guide of a navigator that advances economic and educational success. In 2023, **755 young people enrolled and 98 percent participated in new activities focused on nurturing a positive sense of cultural identity.** As Sarah Sense-Wilson, Chair/Volunteer at Urban Native Education Alliance, said, “We traveled to local reservations and to Washington, D.C. with 14 youth for an intensive educational experience covering the National Museum of the American Indian, Department of Interior, the Center for Native American Youth. These cultural, leadership, and civic engagement experiences promote confidence, self-esteem, tribal values, and positive identity.”

Best Starts’ [School-to-Work](#) program provides critical supportive employment services such as practicing job tasks and talent assessments prior to employment and help with system navigation in partnership with an employment coach for young people with intellectual and developmental disabilities (I/DD) so they can obtain and maintain employment prior to exiting high school.⁴⁶ 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.⁴⁷ Despite continuing impacts of the COVID pandemic, including contractor staffing shortages, the School-to-Work Program **served 330 students in 2023 and assisted 34 percent of students exiting school to reach employment within six months after their exit from high school.**

“One client was struggling with multiple panic attacks a week due to social anxiety and family-related trauma. Their treatment goals for counseling sessions were to reduce panic attacks and build stronger communication with parents. The clinician was able to use talk therapy and evidenced-based treatment to support the client in processing their feelings and better understand their trauma response...Sessions were reduced to every other week upon improved parental relationship and diminished recurrence of panic attacks. The client is now able to better focus on their academics and is on track for graduation.”

– Bonnie Wang, Director, Asian Counseling and Referral Service

⁴⁴ [Best Starts Strategy One-Pagers](#)

⁴⁵ [Best Starts Strategy One-Pagers](#)

⁴⁶ [Best Starts Blog](#)

⁴⁷ [StateData: The National Report on Employment Services and Outcomes through 2019](#)

“We have come to understand the budget crisis that the school districts are facing this year and its implications for equity, especially for newcomer students. The equity problems stemming from this have activated our youth to respond by giving statements at school board meetings advocating for BIPOC representation among teaching staff, sensitivity trainings and inclusion of Asian American history in school curricula. The students wrote a public letter about what they need for mental health in our community and submitted petitions with 129 signatures, advocating for anti-racist curricula in their school districts.”

– Joann Kim, former Family Youth Program Manager, Korean Community Services Center

Promoting social-emotional well-being, interpersonal connections, and positive identity development

Best Starts’ [Youth Development](#) partners with community-based organizations to support mentoring, leadership, and healthy relationships. Programs include activities that help youth overcome toxic stress caused by family dysfunction, hip hop classes to reach youth, and opportunities for trans and gender diverse youth to engage with area leaders and connect with mentors and adults with similar lived experiences.⁴⁸ In 2023, Best Starts’ partners **enrolled 5,594 young people, and 95 percent of assessed participants developed a positive identity.**

Best Starts’ [Expanded Learning](#) provides high-quality after school and summer programming for young people ages 5 to 13 through academic enrichment, cultural and social development

activities, physical activity and health promotion, arts education, and leadership development.⁴⁹ In 2023, Best Starts’ **partners served 7,466 young people, and 89 percent of young people built social emotional learning skills.**

⁴⁸ [Best Starts Strategy One-Pagers](#)

⁴⁹ [Best Starts Strategy One-Pagers](#)

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. Prenatal-to-Five Partners Showcasing Their Services at the Innovation Supports Partner Gathering

Best Starts’ work is accomplished through a strong network of community-based organizations and the dedicated people who work for them. Best Starts invests in strengthening the workforce through provider, program, and organizational capacity, and by providing practical support in early care and education. This includes funding organizations at levels that support livable wages, offering opportunities for workforce training, and paying for essential business tools. By investing in organizations’ infrastructure and workforce, community-based organizations build the foundation they need to be strong and sustainable. For example, in 2023:

- 81 percent of participants in Workforce Development workshops reported they could apply something they learned to their work.
- 100 percent of providers served by Child Care Health Consultation teams reported increased knowledge of community resources or other consultation topics.
- 81 percent of Technical Assistance recipients’ staff learned new skills.

Strengthening provider, program, and organizational capacity

Best Starts’ [Workforce Development](#) strategy 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.⁵⁰ As an Ages and Stages Questionnaire (ASQ) training participant shared in an anonymous survey, “This training equips me to better support caregivers in recognizing developmental milestones, fostering an inclusive environment, and tailoring strategies that honor the diverse and unique needs of each infant and toddler in their care.” In 2023, **374 providers in King County’s early childhood workforce attended learning opportunities** funded by the Workforce Development strategy, and **90 percent of participants reported confidence in their abilities** to apply learnings to their work.

⁵⁰ [Best Starts Strategy One-Pagers](#)

Best Starts' [Innovation Supports](#) strategy leverages 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.⁵¹ In 2023, Innovation Supports **built program capacity** through workshops, partner convenings, and individualized program assistance provided to **93 participants**. The success of increasing program capacity is evident as **100 percent of participants reported they felt prepared to implement their programs using their Innovation Supports materials**.

Best Starts' [Technical Assistance and Capacity Building](#)

offers applicants for Best Starts funding culturally responsive assistance with proposal development through consultation services provided by a diverse cohort of consultants, including proficiency in several languages, that is free to all organizations interested in applying for funding.⁵² The strategy also assists funded Best Starts partners in building and or strengthening their organizational infrastructure for long-term stability and sustainability. In 2023, Best Starts **connected 104 community organizations to capacity building services, providing more than 8,800 hours of support. Eighty-five percent of capacity building recipients' staff, board, or volunteers were more effective in their work** after receiving capacity building.⁵³ For example, organizations that received brand and marketing consultation reached more community members who could benefit from their services.

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[Providing practical support in early care and education](#)

Best Starts' [Child Care Health Consultation](#) is a collaborative partnership between a trusted child care health consultant and families, caregivers, and child care providers to promote the optimal physical and emotional health, safety, and development of children in their care.⁵⁴ Karen Snowden, an Infant and Early Childhood Mental Health Clinician at Navos, said, "Our team recognizes that effective consultation work can only occur in the context of relationships and have prioritized opportunities to build relationships with providers and community partners. Through these efforts, our team has developed a complex and rich understanding of the strengths, stressors, and challenges facing childcare providers in our community, and we were able to design a program and create materials that are responsive to these needs." In 2023, Child Care Health Consultation teams served **475 child care providers. Ninety-nine percent of providers reported increased ability to support growth and development of the children in their care.**

"As Innovation Supports Team providers, we were able to connect very closely with the partner organizations that we served this year, and this was especially the case for newly developing organizations we worked with who were newer to the Best Starts funding landscape. For these organizations, we were able to share valuable insights throughout the IDEAS Impact Design Framework process that not only supported them to develop their program materials (contract deliverables), but also support them in feeling confident in how to best navigate the Best Starts system, to share their stories of their work and to feel prepared to launch their programs into implementation."

– Colleen Alabi, Deputy Director, Mother Africa

⁵¹ [Best Starts Strategy One-Pagers](#)

⁵² [Best Starts Strategy One-Pagers](#)

⁵³ [Capacity Building Services](#)

⁵⁴ [Best Starts Strategy One-Pagers](#)

Best Starts' [Child Care Wage Boost Pilot](#) invests in the child care workforce by providing a wage boost to child care workers.^{55,56,57} This pilot aims to counteract the systemic inequities perpetuated by industry-wide low wages for child care workers and will evaluate the wage boost's impact on child care workers' well-being and retention in the workplace. **In 2023, Best Starts reproced the funds to identify a group of three organizations with the skills and knowledge needed to effectively deliver the project.** These organizations are Aidkit, Inc., The Imagine Institute, and Uncommon Bridges. During this year, initial implementation planning continued to create frameworks for program design and selection and prioritization of participants, based in part on wage boost programs around the country, and the creation of communication and outreach plans. Wage boost partners also convened focus groups with child care workers to inform the design of the pilot, which is set to launch in summer of 2024.

Building Community Power⁵⁷



Best Starts Strategies for Building Community Power

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

Figure 6. Indian American Community Services Lead and Toxics Product Testing Event

Vibrant, powerful communities are essential for the growth and success of young people and families, and leaning into community members' deep expertise informs and drives King County to healthier and equitable communities.⁵⁸ These Best Starts strategies contribute to outcomes that build community power to make improvements in policies and systems by investing in community ideas, capacity, and infrastructure to address risks and maximize opportunities to create safer environments. For example, in 2023, Communities of Opportunity Systems and Policy Change partners developed 1,006 resident leaders and Healthy and Safe Environments partners changed or improved 17 environments such as high schools, community centers and afterschool clubs. In one program, 100 percent of staff surveyed by Lead and Toxics partners reported increased knowledge on blood testing process and resources available to families.

⁵⁵ The Child Care Wage Boost Pilot was formerly known as the Child Care Workforce Demonstration Project.

⁵⁶ [Best Starts Strategy One-Pagers](#)

⁵⁷ 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.

⁵⁸ [Communities of Opportunity Evaluation](#)

Building and strengthening community power for decision-making and policy and systems change

Best Starts' [Communities of Opportunity](#) works through their Systems and Policy Change, Learning Community, and Place-Based and Cultural Community Partnership strategies to increase equitable conditions in housing, health, and economic opportunities through partner-led programs.⁵⁹

- Communities of Opportunity's Systems and Policy Change strategy supports community-engaged and community-led efforts to transform systems and policies, increasing the readiness and ability of groups to inform, improve, and guide the implementation of systems and policies. For example, in 2023, **the Doulas For All Coalition partnership** made significant progress in a long-term and historic collaborative effort, **working with other community-based organizations, elected officials, government agencies, and others to change Washington state policy around securing Medicaid coverage for birth doula services for the first time in state history.**
- Through the Learning Community strategy, Communities of Opportunity builds community leadership and power through learning and supporting capacity-building resources, funding to pilot community-led, innovative models, and strengthening relationships and networks. In 2023, **295 people participated in Learning Community convenings, making new relationships or critical connections in progress building toward structural equity, including policy and/or systems change.**
- The Place-Based and Cultural Community Partnerships strategy realizes the power of community partnerships in neighborhoods and cultural communities to advance better health, safe and affordable housing, economic opportunity, and stronger community connections for residents. In 2023, **COO invested in the establishment and continuation of more than 20 community-rooted organizations and coalitions** working on issues such as guaranteed basic income, Crisis Care Center Levy opportunities, Bipartisan Military Mental Health Taskforce, Seattle-Tacoma International Airport's environmental impact, and digital equity for Washington's Native communities.

Creating safer and more equitable environments

Best Starts [Capital Projects](#) provides the funds to create safe, equitable physical spaces through contracts for building repairs, renovations, and new construction or expansion to improve access to high-quality programs and services for low-income children, young people, and families, prioritizing BIPOC and rural communities, and communities without access to similar facilities.⁶⁰ A new strategy added in the 2022-2027 Best Starts levy, 12 projects have already been funded to address critical health and safety repair projects in early learning facilities and child care, community, and recreation centers. In fall 2024, new construction projects as well as major renovations such as building acquisition, façade repair, and shell buildout are expected to be ready to break ground. Community members have responded positively to Best Starts' reduction of barriers for community partners seeking these funds by providing technical assistance for construction activities, creating a less complex contracting structure, and offering flexibility in payment structures.

⁵⁹ [Communities of Opportunity Website](#)

⁶⁰ [Best Starts Strategy One-Pagers](#)

Best Starts' [Healthy and Safe Environments](#) helps partners and organizations address community inequities by transforming systems, environments, and policies.⁶¹ In 2023, Healthy and Safe Environments **partners engaged over 1,900 young people in activities and impacted 39,899 people**. For example, a teen advisory council implemented new programs in community clubs to raise awareness about mental health and evaluated how to take those programs to scale. They impacted how a youth-serving system talks about mental health to children, addressing stigma and breaking down barriers to treatment.

“Multiple community members have appreciated the value add of the lead talks and testing events that were held in various locations and formats... These members have now become vocal ambassadors of the lead toxicity program and raise awareness amongst other community members by spreading the word and talking to them individually. There has been a cascading effect in the community, due to the education and awareness brought about by these events.”

– Kavitha Ramakrishnan, Early Childhood Facilitator, Indian American Community Services

The [Lead and Toxics Program](#) works to create healthier communities by building on the leadership within communities of color working towards environmental justice through activities such as hosting product testing events and participation on the Lead (Pb) Action Group some of whom provided testimony on the lead in cookware bill.⁶² Children are particularly vulnerable to the effects of pollution, toxic substances, and unhealthy living conditions. In 2023, **364 community members attended 21 product testing projects hosted by community partners**. At the events, 18 percent of items that families with young children brought from home for testing had high lead levels. The program encouraged families to replace lead-identified products with safer alternatives and stop using them. All families received education on how to reduce the risk of lead exposure if replacing the item was a barrier. Data, such as referenced above, from these events supported policy changes at the state level including two new laws that reduce the amount of lead allowable in cookware and cosmetics sold in Washington.^{63, 64}

B. Where Best Starts Serves: The Geographic Distribution of Best Starts Services

Best Starts works toward eliminating regional, racial, and economic disparities in King County and addressing the systems that create these disparities.⁶⁵ 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.⁶⁶ This level of demand is demonstrated by darker shades of color in the Figure 7 below.

⁶¹ [Best Starts Strategy One-Pagers](#)

⁶² [Best Starts Strategy One-Pagers](#)

⁶³ [State of Washington Department of Ecology](#)

⁶⁴ [Research by Hazardous Waste Management Program in King County drives historic state law banning sale of lead-contaminated cookware](#)

⁶⁵ [Best Starts for Kids Implementation Plan](#)

⁶⁶ [Child Opportunity Index \(COI\) 2.0 Zip Code Data, February 2023](#)

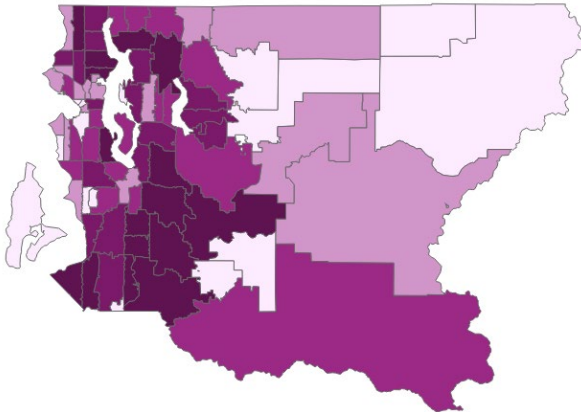
Youth Population Density and Young People’s Needs in King County

The maps in Figure 7 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 0 to 24 years). The Child Opportunity Levels map shows which areas of King County have low opportunity, defined by the Child Opportunity Index (COI).⁶⁷ 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.

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

Population density (ages 24 and under)⁶⁸

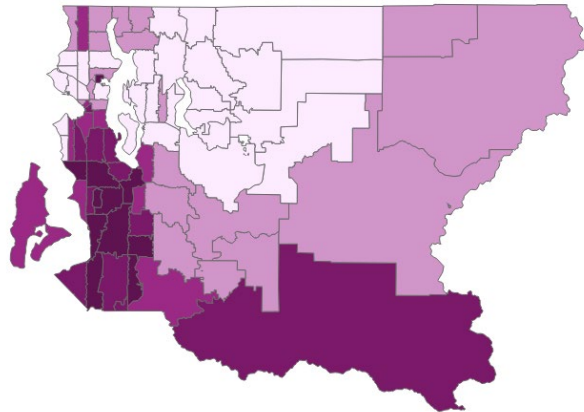
ZIP Codes with high number of young people include central, west, east, and north King County, though the highest numbers are in south King County.



QUINTILE
1 2 3 4 5
Darker color = more young people
Lighter color = fewer young people

Child Opportunity levels⁶⁹

ZIP Codes with lowest opportunity according to the COI are mostly located in South Seattle and South King County



QUINTILE
1 2 3 4 5
Darker color = very low opportunity
Lighter color = very high opportunity

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 Figures 8 and 9. Participant numbers and expenditures for individual ZIP codes are available in Appendix E and at the [Best Starts for Kids Dashboard](#).

⁶⁷ [Child Opportunity Index \(COI\) 2.0 Zip Code Data, February 2023](#)

⁶⁸ [Washington State Population Interim Estimates \(PIE\), December 2022](#). See also this details [tab](#).

⁶⁹ [Child Opportunity Index \(COI\) 2.0 Zip Code Data, February 2023](#)

Figure 8. Best Starts Participants in 2023

Best Starts Participants

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

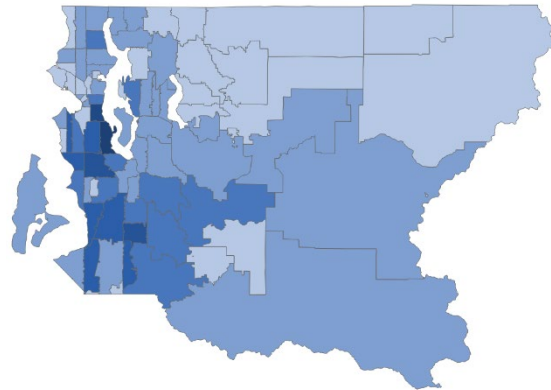


Figure 9. Best Starts Expenditures by ZIP Code in 2023

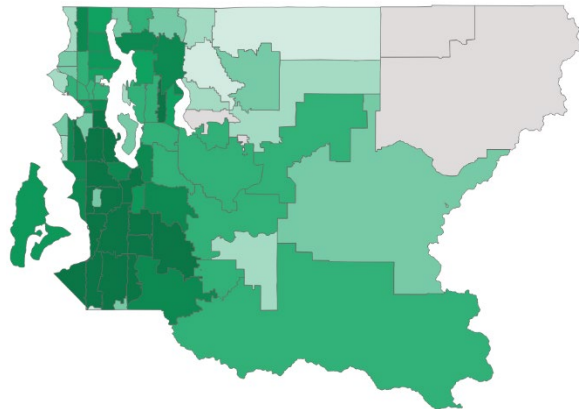
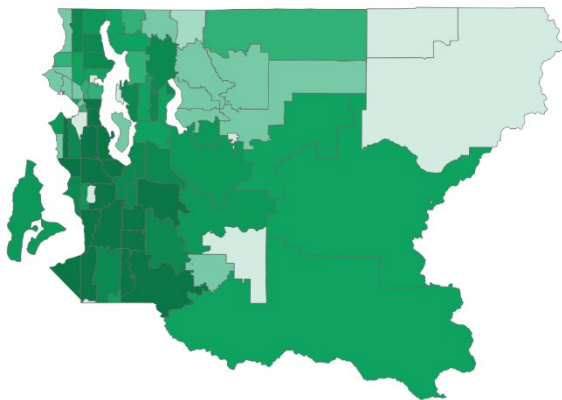
Best Starts Expenditures by Zip Code in 2023

Expenditures by where participants live

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

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



C. Best Starts for Kids Fiscal Information

The renewal of the Best Starts for Kids Levy in 2021 means Best Starts will invest more than \$880 million throughout 2022–2027 to support children, young people, families, and communities across King County. In 2023, Best Starts expended more than \$129 million.

The annual reported budget shown below is higher than the adopted implementation plan budget because it includes legislatively approved carry forward from Best Starts’ 2022 budget.⁷⁰ Child Care and Capital Projects are two new investment areas launched in the 2022-2027 levy that have taken more time to launch than originally planned. Funding set aside for Capital Projects in 2022 has now been awarded through competitive procurement, but these funds will not be fully spent until construction on the awarded projects are completed. Similarly, 2023 funds are on track to be fully committed in 2024. Capital Projects anticipates having funds allocated in contracts by the end of 2024, but because of the complex nature of construction projects some funds may be expended later. In addition, the Child Care Wage Boost Pilot implementation was delayed by start-up staffing timelines and a change in community partner in Q3 of 2023, which necessitated a re-procurement. Full implementation of the pilot is anticipated in 2024.

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 Dashboard](#). A summary fiscal table at the investment area level is provided below.

Figure 10. 2023 Best Starts for Kids Expenditures by Investment Area

2023 Best Starts for Kids Expenditures by Investment Area		
Investment Area	2023 Budgeted ⁷¹	2023 Expenditures
Child Care	\$34,764,300	\$30,890,272
Youth and Family Homelessness Prevention Initiative	\$4,934,290	\$4,774,967
Technical Assistance and Capacity Building	\$2,424,120	\$2,197,463
Subtotal (per Ord 19267 subsection 4.D)	\$42,122,710	\$37,862,703
Investing Early (Prenatal to 5)	\$47,552,860	\$45,855,095
Sustain the Gain (5 to 24)	\$35,427,922	\$34,044,586
Communities of Opportunity	\$7,737,003	\$6,736,765
Data and Evaluation	\$4,931,858	\$4,446,479
Capital Projects	\$9,885,000	\$204,803
Total 2023 Expenditures	\$147,657,352	\$129,150,430⁷²

⁷⁰ [Ordinance 19633](#)

⁷¹ Budgeted amounts shown for 2023 include approximately \$16 million in 2022 commitments that were not spent in 2022 due to implementation and strategy design of new initiatives. Most of these are in the Child Care and Capital Projects investment areas, which were new in the 2022-2027 Best Starts levy.

⁷² Remaining 2023 funds are reserved to meet contract commitments within the investment area strategies.

D. Investment Changes

Best Starts made no changes to planned strategy-level investments in 2023 or future years. Underspend in a strategy or investment area's prior annual budget that was carried forward into 2023 and future years continues to be allocated within the same strategies and investment areas to maintain the overall funding commitments outlined in the Best Starts for Kids Implementation Plan.

E. Feedback from Partners

Best Starts is grateful for lessons learned from community partners in 2023 and ongoing learning in partnership with community. 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 monthly check-in calls or partner convenings.⁷³

In 2023, Best Starts' partners shared a desire for clearer descriptions of King County staff roles so that organizations are clear about where to turn to get their questions answered, along with clearer explanations of King County systems and processes. They wanted more opportunities for sharing knowledge to better understand, access, and raise awareness of resources, tools, and skills. Partners reflected a need for more in-person community-building opportunities and opportunities for training to deepen professional skills. Partners expressed that they want more organized gatherings and retreats to support and promote engagement between families and communities and to provide professional development opportunities to program staff.

In response, each strategy meets with all newly funded partners as a group to welcome them to King County, introduce them to key King County staff from other divisions such as finance and compliance, and explain at a high level what to expect over the course of their contract with the County. Best Starts also provides live and recorded trainings about the process of site visits and the financial documentation and systems requirements.

To support community and relationship building and promote opportunities for training and reflective learning, Best Starts created, cohosted, and scheduled virtual and in-person meetings with partners more frequently. This has allowed staff and providers opportunities to share information, connect about a certain topic, or learn from other experts in the field. Best Starts conducted a data walk to engage program partners in performance measure data reflection, dissemination, and community building. Best Starts also supported knowledge sharing and professional development opportunities to encourage access to continued opportunities for learning.

Feedback from partners for individual Best Starts strategies is summarized in Appendix D.

⁷³ [Best Starts for Kid Implementation Plan, pg. 88.](#)

F. Best Starts for Kids Data and Evaluation

Data Dashboard

Best Starts Data and Evaluation Team collaborates with partners to gather useful performance data and analyze that data for learning and reflection. Newly available 2023 performance measure data for all Best Starts strategies and programs is presented in detail on the [Best Starts for Kids Data Dashboard](#). The Data Dashboard answers key questions on each tab including who Best Starts served, the results of the work, qualitative learnings, Best Starts' reach geographically, how Best Starts changes systems, and Best Starts investment areas. Additionally, the Resources and notes 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, including new results from the 2023 Best Starts for Kids Health Survey.⁷⁴ Indicators are presented along with the Communities Count Health Equity Timeline to document local historical and structural context that contributes to the conditions measured.⁷⁵ 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 learning questions. Best Starts maintains a full library of evaluation and technical reports on the King County website.⁷⁶ Below are key findings from in-depth evaluation reports Best Starts completed in 2023.

Child Care Health Consultation (CCHC) Evaluation Final Report—May 2023⁷⁷

A three-year evaluation of CCHC showed consistent demand for health consultation from King County child care providers of all types, with an average of 1,000 consultations per quarter from 2019-2022. The pandemic highlighted consultants' ability to quickly adapt service delivery modes and respond to the shifting needs of child care providers. CCHC services demonstrated positive outcomes for child care providers across modes and settings in which consultation and child care are provided in the following areas of impact:

- Learning new developmentally appropriate ways to interact with children and support their behavior
- Implementing new nutrition practices
- Increasing capacity to support children with special needs
- Improving interpersonal relationships with children and families
- Gaining additional referral resources
- Receiving personal health and wellness support

⁷⁴ [Best Starts for Kids Website](#)

⁷⁵ [Communities Count Health Equity Timeline](#)

⁷⁶ [Evaluation and Technical Reports](#)

⁷⁷ [Child Care Health Consultation \(CCHC\) Evaluation Final Report](#)

Understanding the Reach of School-to-Work – August 2023⁷⁸

The School-to-Work strategy connects students with developmental disabilities to employment services while they are in high school transition programs, investing in supports that reduce barriers to employment and promote success. This report details the reach of School-to-Work throughout King County, finding enrollment rate disparities by school district, support needs, and race and ethnicity. As a direct result of this report, School-to-Work staff are now providing additional outreach and support for communities that enroll at lower rates to ensure a more equitable reach of the program.

Strategic Vision for the Child Care Health Consultation System in King County –December 2023⁷⁹

Upon completion of the final CCHC evaluation report, Best Starts funded a strategic visioning process led by an external evaluator and advisory group. The findings of this work directly shape the continuous improvement of the strategy over the remainder of the levy by sharpening the focus on the following four system components:

1. Build relationships between all child care health consultants and child care providers
2. Create strong connections and relationships among child care health consultants
3. Strengthen the child care health consultant workforce
4. Build supportive, co-designed systems for monitoring and evaluation

Culturally Responsive Measurement Tool – Protective Factors (CRMT-PF) –December 2023⁸⁰

The Culturally Responsive Measurement Tool – Protective Factors (CRMT-PF) is a multilingual survey with 22 questions measuring five protective factors: family resilience, knowledge of parenting and child development, social supports, concrete support, and caregiver/practitioner relationships. In 2023, King County partnered with The Capacity Collective, community-based early learning service providers, and families to conduct a rigorous community validation process and implementation evaluation. The survey tool was adapted based on community feedback and the CRMT-PF is now available in Spanish, Simplified Chinese, and English. The tool, a final report, translated executive summaries, and other associated resources are free for the public to use.⁸¹

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 May 2024, in recognition of these bodies' advisory roles for Best Starts as described in KCC 2A.300.510 and KCC 2A.300.521.⁸²

Conclusion and Next Actions

In 2023, Best Starts invested in 187 new programs operated by 136 organizations, expanding reach and creating positive impacts to provide King County's children with the best start in life. Best Starts built on

⁷⁸ [Understanding the Reach of School-to-Work](#)

⁷⁹ [Strategic Vision for the Child Care Health Consultation System in King County](#)

⁸⁰ [Culturally Responsive Measurement Tool – Protective Factors \(CRMT-PF\)](#)

⁸¹ [Culturally Responsive Measurement Tool](#)

⁸² [KCC 2A.300.510 and KCC 2A.300.521](#)

accomplishments across eight investment areas. The five key themes in this report summarize the holistic nature of the Best Starts strategies:

- Meeting Families' Needs
- Prioritizing Well-being and Mental Health
- Cultivating Opportunities for Children and Young People
- Strengthening the Workforce
- Building Community Power and Capacity

Best Starts' approach provides opportunities for healthy development that proactively focus on prevention and early intervention, coupled with promotion and systems and policy change across ages and lifespans. For example, mental health is strengthened by improving a baby's essential first relationships and through continued support all the way through young adulthood. Also, the non-profit and child care workforce can be bolstered through individual training and professional development as well as systemwide changes in pay scale and benefits. With the interconnected nature of community, children, and families, Best Starts seeks to create change through immediate individual impact as well as sustainable systemic impact.

In 2024, Best Starts plans to continue re-procurement processes for several strategies that will refresh its work with current partners and create opportunities for new partners to be funded. Best Starts will also begin to evaluate the impacts of several of its innovative approaches to address community needs. Among these, Best Starts is currently conducting in depth evaluations of Technical Assistance and Capacity Building and the Child Care Wage Boost Pilot. Best Starts plans to release results of these evaluations and use them to shape strategies and priorities in the future.

Through partnerships in every part of the region, Best Starts catalyzes strong starts with comprehensive prenatal well-being through early childhood supports, sustains these gains as young people progress to adulthood, and strengthens communities' voices and power to influence decisions that affect them. In 2024, Best Starts will continue to lead with racial equity and community wisdom, staying true to the pillars of promotion, prevention, early intervention, and systems and policy change. To ensure that services and programming progress, and new areas of investments begin to take shape, Best Starts continues to strive to offer positive, uplifting opportunities for all so that King County's children have access to a path to lifelong health and well-being and the region's communities can thrive.

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)
The annual report on levy expenditures, services, and outcomes shall include:	Ordinance 19267 Ordinance 19354 Best Starts for Kids Implementation Plan 2022-2027, p. 85	<ul style="list-style-type: none"> • Report Requirements Subsection B: Best Starts for Kids Implementation and Outcomes in 2023 • Report Requirements Subsection C: Best Starts for Kids Fiscal Information 	<ul style="list-style-type: none"> • Who do we serve? • What are our results? • What are we learning? • Where do we reach? • What do we invest in?
Total expenditures of levy proceeds by program area by ZIP Code in King County	Ordinance 19267 Ordinance 19354	<ul style="list-style-type: none"> • Report Requirements Subsection B: Best Starts for Kids Implementation and Outcomes in 2023 • Report Requirements Subsection C: Best Starts for Kids Fiscal Information 	<ul style="list-style-type: none"> • Where do we reach?
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	<ul style="list-style-type: none"> • Report Requirements Subsection B: Best Starts for Kids Implementation and Outcomes in 2023 • Report Requirements Subsection C: Best Starts for Kids Fiscal Information 	<ul style="list-style-type: none"> • Where do we reach?

Reporting Element Language	Source	See Section(s) of This Report	See Also Best Starts Online Dashboard Tab(s)
<p>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.</p>	<p>Ordinance 19354</p>	<ul style="list-style-type: none"> • Report Requirements Subsection B: Best Starts for Kids Implementation and Outcomes in 2023 • Report Requirements Subsection C: Financial Information 	<ul style="list-style-type: none"> • Where do we reach?
<p>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.</p>	<p>Best Starts for Kids Implementation Plan 2022-2027, p. 85</p>	<ul style="list-style-type: none"> • Report Requirements Subsection B: Best Starts for Kids Implementation and Outcomes in 2023 • Report Requirements Subsection C: Financial Information 	<ul style="list-style-type: none"> • Who do we serve? • What are our results? • What are we learning? • Where do we reach? • What do we invest in?

Reporting Element Language	Source	See Section(s) of This Report	See Also Best Starts Online Dashboard Tab(s)
<p>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.</p>	<p>Best Starts for Kids Implementation Plan 2022-2027, p. 87</p>	<ul style="list-style-type: none"> • Report Requirements Subsection B: Best Starts for Kids Implementation and Outcomes in 2023 • Report Requirements Subsection C: Best Starts for Kids Fiscal Information 	<ul style="list-style-type: none"> • Where do we reach? Resources and notes
<p>ZIP Code data will be reported using maps or other visualizations to aid interpretation of the data.</p>	<p>Best Starts for Kids Implementation Plan 2022-2027, p. 86</p>	<ul style="list-style-type: none"> • Report Requirements Subsection B: Best Starts for Kids Implementation and Outcomes in 2023 • Report Requirements Subsection C: Best Starts for Kids Fiscal Information 	<ul style="list-style-type: none"> • Where do we reach?
<p>Detailed performance measures are anticipated to be available online through interactive dashboards that provide transparency by making timely data available and easier to explore.</p>	<p>Best Starts for Kids Implementation Plan 2022-2027, p. 85</p>	<p>N/A</p>	<ul style="list-style-type: none"> • What are our results?

Reporting Element Language	Source	See Section(s) of This Report	See Also Best Starts Online Dashboard Tab(s)
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	<ul style="list-style-type: none"> • Report Requirements Subsection B: Best Starts for Kids Implementation and Outcomes in 2023 	N/A
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	<ul style="list-style-type: none"> • Report Requirements Subsection B: Best Starts for Kids Implementation and Outcomes in 2023 	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	<ul style="list-style-type: none"> • Report Requirements Subsection B: Best Starts for Kids Implementation and Outcomes in 2023 	N/A
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

Reporting Element Language	Source	See Section(s) of This Report	See Also Best Starts Online Dashboard Tab(s)
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	<ul style="list-style-type: none"> • Report Requirement Subsection G: Children and Youth Advisory Board Consultation and the Communities of Opportunity Governance Group 	N/A
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	<ul style="list-style-type: none"> • Report Requirement Subsection G: Children and Youth Advisory Board Consultation and the Communities of Opportunity Governance Group 	N/A
By late 2020, DCHS anticipates being able to make available maps and/or data summaries showing the distribution of BSK, 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	<ul style="list-style-type: none"> • Report Requirements Subsection B: Best Starts for Kids Implementation and Outcomes in 2023 • Report Requirements Subsection C: Best Starts for Kids Fiscal Information 	<ul style="list-style-type: none"> • Where do we reach?

Appendix B: Best Starts for Kids Strategies Funded in 2023

Figure 12. Best Starts for Kids Strategies Funded in 2023

Investment Area	Strategy Name
Child Care	Child Care Subsidy Program Child Care Wage Boost Pilot ⁸³
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 ⁸⁴ 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 and Brief Intervention and for Referral to Treatment/Services School-Based Health Centers Stopping the School-to-Prison Pipeline (SSPP)

⁸³ Formerly known as Child Care Workforce Demonstration Project

⁸⁴ 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 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, and 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 2023 and Best Starts’ actions to respond by strategy. Best Starts Program Managers collect feedback continuously throughout 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 working towards investing and will continue to invest in partners in 2023 and beyond. For a comprehensive look at the data, please see the [Best Starts for Kids Data Dashboard](#).

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 2023	Best Starts’ Response to Partner Feedback
Investment Area: Child Care		
Child Care Subsidy	Subsidy partners offered suggestions for enhancements in clients’ application experience and improvement in procedures and strategies to improve language access and non-internet based options for families to access program application technical support.	Best Starts is integrating this feedback into the implementation of the Subsidy program in partnership with its new program administrator, BrightSpark Early Learning Services. The focus for program improvements for 2024 include, language access enhancements, provider payment efficiency, program data management, client customer service and communication, and relationship building with the child care provider community.
Child Care Wage Boost Pilot	Partners requested a flat wage boost for the life of the project.	Best Starts is integrating this feedback into planning for the Wage Boost Pilot that will launch

Strategy	Partner Feedback Received in 2023	Best Starts' Response to Partner Feedback
		summer 2024, attempting to reach the desired wage increase if the budget allows.
Investment Area: Investing Early		
Child Care Health Consultation	Partners suggested having a reflective learning space in a case-based learning format.	Best Starts is partnering with the Northwest Center for Public Health Practice's IMPACT team to facilitate monthly Reflective Case Consultation sessions for CCHC service delivery partners, where consultants learn from real cases that others have consulted on and share tools and ideas with one another.
Community-Based Parenting Supports	Partners expressed feeling blindsided by the site visits and audit requirements.	Best Starts launched a new Best Starts Orientation that collaborated and included the Compliance, Finance, and Evaluation Teams.
Early Support for Infants and Toddlers	Partners requested recording meetings to support language access. Recording allows people to review information more than once, which can help with processing the information.	Best Starts is exploring recording community meetings and posting them online; considering the right balance between recording and free and open discussion.
Environmental Supports: Lead and Toxics	Partners expressed a need to increase budgets and scopes of work in 2024 to allow each organization to pursue projects specific to their community's needs.	Best Starts is having each organization add focused projects of their choosing for their 2024 scope of work and increased their budgets through underspend in other areas to incorporate this new work.
Help Me Grow	Partners expressed a need for in-person resource sharing and learning from one another.	Best Starts is co-hosting rotating, in-person meetings with partners at funded community-based organizations. The intention is to build community for shared learning and ongoing collaboration.

Strategy	Partner Feedback Received in 2023	Best Starts' Response to Partner Feedback
Home-Based Services	Partners expressed a need to address high costs of living, especially to increase staff compensation.	Best Starts works to ensure partner award levels include annual cost of living increases throughout the duration of each contract. Partners will receive additional funds, if available, to address this gap.
Innovation Supports	Partners expressed a desire for more opportunities to connect with each other and engage with other organizations throughout the design and development phase.	Best Starts is leading two virtual shared learning partner convenings and planning and hosting an in-person Prenatal-to-5 Innovation Supports Partner Gathering, inviting the larger Best Starts for Kids' Prenatal-to-5 community, along with piloting an in-person workshop series, increasing sharing across partners.
Systems Building for Infant and Early Childhood Mental Health	Partners expressed a need to offer training opportunities on weekends.	Best Starts is scheduling several options on Saturdays to meet the need of child care providers.
Universal Developmental Screening	Partners expressed a need for guidance and support to pilot the Parent Champions work.	Best Starts is partnering with Innovation Support Team capacity builders, trained in program development tools, to guide partners through thoughtful visioning and program planning activities like story boarding, practice profile, and theory of change.
Workforce Development	Partners expressed a desire to improve community outreach, recommending engaging the community in-person.	Best Starts is attending and setting up tables at several local conferences pertaining to the Prenatal to Five Workforce to make in-person connections and share Workforce Development flyers, along with planning and scheduling more in-person meetings and collaborative activities with community-based organization partners.
Investment Area: Sustain the Gain		

Strategy	Partner Feedback Received in 2023	Best Starts' Response to Partner Feedback
Child and Adolescent Immunizations	Partners requested to shift the model to shorten overall cohort length to improve accessibility for clinics and expand access to overburdened and under resourced healthcare partners and reach a greater number of clinics across King County.	Best Starts is adjusting curriculum length to accommodate two improvement partnership cohorts, expanding reach to more of the highest need clinics in King County.
Expanded Learning	Partners shared a need for additional time with each other focused on collaborative planning and reflection.	Best Starts is hiring a Partnership Manager who assists Place-based Collaborative partners in strengthening practices and growing capacity in partnership building through technical assistance.
Healthy and Safe Environments	Partners shared that the contracting process was cumbersome, given the quick turnaround for work plans and performance measurement plans soon after contract execution and project implementation.	Best Starts is providing comprehensive support and guidance for work plan and performance measurement plan development in one-on-one meetings for the first and second drafts of these documents.
Liberation and Healing	Partners shared a need for clarity in relationships between the funded Subject Matter Experts (SMEs) and Organization Leads (OLs) in relation to accessing scholars for program purposes.	Best Starts is meeting monthly as an executive team that includes the OLs and SMEs to create space to deepen relationships and bring clarity to the collective work.
Positive Family Connections	Partners expressed a desire to have a strategy retreat where they can gather and learn topics that would support staff professional development with family engagement.	Best Starts is planning for a strategy retreat for Positive Family Connections partners in 2024.

Strategy	Partner Feedback Received in 2023	Best Starts' Response to Partner Feedback
School-Based Screening and Brief Intervention and for Referral to Treatment/Services	Partners requested better documentation about meeting notes and decision making within the district workgroups and learning collaboratives.	Best Starts is sending out agendas for meetings ahead of time and taking more detailed meeting notes that are then shared out with the partners.
School-Based Health Centers	Partners expressed interest in understanding evaluation of collective impact and how data collection efforts come together to support the collective work.	Best Starts planned December 2023's meeting to focus on collective impact and evaluation practices.
Stopping the School-to-Prison Pipeline	Partners expressed a need for access to more funding, along with continued support through transitions in the funding process, including the step of offboarding as a Best Starts partner and working to secure private funds as organizations prepare for the unforeseen future.	Best Starts is initiating monthly one-on-one check-ins with each provider to have a private space where they would be able to share more openly than the monthly Provider meeting spaces that were more public.
Transitions to Adulthood	Partners expressed feeling worried that they cannot continue the levels of service that they have in the past without an increase in budget.	Best Starts is examining how to best support organizations in the budget making process to plan for inflation and wage increases over the life of the contract.
Transitions to Adulthood: School to Work	Partners shared that online orientations and "meet & greets" were helpful in educating students and families about the program, navigating system services, and connecting to School-to-Work Services.	Best Starts is adding more events for 2023-2024. Best Starts will plan more language specific orientations and provide language support for King County's community Employment First outreach efforts to engage younger students.
Youth Development	Partners requested an interactive map of their programs and services	Best Starts' Youth Development team is discussing with the Evaluation Team and are working on developing interactive maps of partners' programs and services.

Strategy	Partner Feedback Received in 2023	Best Starts' Response to Partner Feedback
Investment Area: Youth and Family Homelessness Prevention Initiative		
Youth and Family Homelessness Prevention Initiative	Partners expressed that having case managers serve as the primary referral source for rental assistance, screen households, and gather documentation was labor and time intensive.	Best Starts is moving all pre-screening and assessments to the rental assistance agencies in August of 2023, asking case managers only to send an email asking for support.
Investment Area: Communities of Opportunity		
Communities of Opportunity	Partners expressed interest in connecting across sectors, projects, community partners, and system changers.	Best Starts has created Communities of Practice across the COO strategies for partners to network, strategize, learn, and develop skills for building stronger partnerships through self-guided and facilitated activities.
Learning Community	Partners expressed their interest in more opportunities to convene together across sectors, projects, and communities, and to connect to funders and systems change makers.	In addition to the two All-Partner Convenings in 2023, the Learning Community also supported additional convenings of community partners around shared strategies, collaborations and plans that aligned groups, activities and opportunities.
Place-Based and Cultural Community Partnerships	Partners expressed that building a coalition takes more planning time than individual organization work. Some, especially newer ones, suggest dedicating the first 6+ months of the contract to planning. This allows more time to build relationships and infrastructure for successful implementation of strategies.	Best Start Program Managers were flexible and accommodating to partner needs. They adjusted work plans and provided ample time for coordination. Program Managers strengthened partnerships by meeting in person and working with Learning Community strategy to address needs.
Systems and Policy Change	Partners shared that systems change work takes years, and it is unreasonable to expect immediate change and community level impacts over the course of a two-year grant cycle.	For the 2023-2024 cycle Best Starts Program Managers were open to re-funding previously funded partners to continue their previously supported work. Best Starts Program Managers also continued the commitment to share

Strategy	Partner Feedback Received in 2023	Best Starts' Response to Partner Feedback
		partners' success stories and encouraged COO's Governance Group to explore potential new partners.
Investment Area: Capital Projects		
Capital Projects	Partners suggested that Best Starts' Capital Projects put extra focus on outreach for this new funding source to ensure receiving applications from all regions and that Best Starts provides even stronger geographic dispersion of funding.	Best Starts is proactively doing in-person outreach, hosting in-person open houses in every region of the County ahead of the second RFP release of 2023.
Investment Area: Technical Assistance and Capacity Building		
Technical Assistance and Capacity Building	Best Starts partners expressed a need for more training and support, particularly regarding budget development and financial management.	Best Starts offered trainings to funded partners designed to increase understanding of nonprofit fiscal best practices, organizational legal issues, contract language, school/nonprofit partnerships, data management skills, and program budget development.

Appendix D: Community Partner List

Best Starts is grateful to our 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 2023, many additional partners carry out the work in collaboration with these organizations.

A 4 Apple Learning Center	Attemla Consulting, LLC
A Sacred Passing	AtWork! Washington
A Supportive Community for All (SCFA)	Auburn School District
- Empower Youth Network	Babies of Homelessness
- Encompass Northwest	BDS Planning & Urban Design
Abubakr Islamic Center of WA	Bike Works
Adaptive and Inclusive Movement Initiative	Birth to Three Developmental Center
Afghan Health Initiative	Black Star Line African Centered Family Educational Collective
African American Leadership Forum	BLKBRY, LLC
African Community Housing & Development	Boyer Children's Clinic
Africatown Community Land Trust	Boys & Girls Clubs of Bellevue
After-School All-Stars	Boys & Girls Clubs of King County
alterNative Consulting	BRAVE
Amara	Bridges - Seattle Alternative Peer Group
AMT Up 3D	Bridging Cultural Gaps (BCG)
ANEW - Apprenticeship & Nontraditional Employment for Women	BrightSpark Early Learning Services/Child Care Resources
API Chaya	Build 2 Lead
Arts Corps	Bulle Consulting
ArtsEd Washington	Byrd Barr Place
Asian Counseling and Referral Service	Cardea Services
Atlantic Street Center	

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

Casa Latina
Cascade Middle School
Cascadia Consulting Group
Catholic Community Services
Celebrating Roots
Center for Human Services
Center for Indigenous Midwifery
Cham Refugees Community
Chief Seattle Club
 - Seattle Indian Health Board
 - United Indians of All Tribes Foundation
Childhaven
Children's Therapy Center
ChildStrive
Chinatown-International District Worker and Organizing
Center
 - Massage Parlor Outreach Project (MPOP)
 - Chinatown International District Coalition
 - Puget Sound Sage
Chinese Information and Service Center
CHOOSE 180
City of Shoreline
City of Tukwila
Cloudbreak Collective
Collective Justice Project
Communities In Schools of Greater King County
Communities of Rooted Brilliance (CRB)
Communities Rise

Community for Youth (CfY)
Community Network Council
Community Roots Housing
Comunidad Latina de Vashon
 - Latino Community Fund of Washington
Congolese Integration Network
Construyendo Juntos Consulting
Contacto 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
 Preservation and Development Authority
 (SCIDpda)
Crux Consulting Consortium
Cultivate South Park
DANCE This Productions
Dare2Be Project
Denise Louie Education Center
Diaspora Family Healing Network
Dicentra Consulting
Dick Scobee Elementary
Disability Rights Washington
Dispute Resolution Center of King County

Divine Alternatives for Dads Services (DADS)
East African Community Services
Eastside for All
Educate to Liberate Consulting
Education for All Youth Program
El Centro de la Raza
Empower Next Generations
Empower Youth Network
Empowering Youth and Families Outreach
Encompass Northwest
ENSO Employment Services
Enumclaw School District
Equity in Education Coalition
Eritrean Association in Greater Seattle
Fair Work Center
Faith Finance Center
Families of Color Seattle (FOCS)
FamilyWorks
Federal Way Public Schools
FEEST
Food Empowerment Education & Sustainability (FEEST)
Filipino Community of Seattle
First Five Years & Beyond
First Hill Improvement Association
ForFortyTwo
 - Glover Empower Mentoring
Freedom Project

Friends of Little Saigon
Friends of Youth
FW Black Collective
Geeking Out Kids of Color
Generosity on the Go
Global Perinatal Services
Global to Local
Glover Empower Mentoring
Got Green
Gwen's Guidance
Hayaan, LLC
Headwater People Consulting
HealthPoint
Hearing Speech & Deaf Center
Heart & Hustle Academy
Highline College
Highline Public Schools
Hip Hop Is Green
HopeCentral
Horn of Africa Services
 - Oromia Center in Washington
 - Somali Community Services of Seattle
Housing Development Consortium
Hummingbird Indigenous Family Services
Illuminate Evaluation Services
Immigrant Women's Community Center
Inclusive Data LLC

Indian American Community Services (IACS)
- Muslim Community Network Association
- Eastside for All
- Housing Development Consortium
Institute for Community Leadership
InterCultural Children & Family Services
International Community Health Services (ICHS)
Iraqi Community Center of Washington
JSOL STUDIOS LLC
Kandelia
KBTC Public Television at Bates Tech
Kennedy Catholic High School
Kent Community Development Collaborative
- Community Network Council
- Communities In Schools of Kent
- Communities of Rooted Brilliance (CRB)
- Mother Africa
Kent School District
Kent Youth and Family Services
Khalsa Gurmat Center
Kids & Paper
Kids Co.
KidsQuest Children's Museum
KidVantage
Kiks for Cool Kids
Kindering
King County Equity Now
King County Medical Society

King County Play Equity Coalition - Seattle Parks Foundation
King County Sexual Assault Resource Center
Korean Community Service Center
Kreative Collective, LLC
Lambert House
Laney Brackett
Latino Community Fund of Washington
Launch Learning/Community Day School Association
Legacy P.O.W.E.R. Council
- Build2Lead
- Federal Way Public Schools
- King County Public Health Department
- Leadership Tomorrow
- Livia Behavioral Health Services
- Momentum Belonging Group
- Morehouse School and Medicine
- UW Medicine Physicians Clinic
- Virginia Mason Franciscan Health
Listen and Talk
Living Well Kent
Look2Justice
Manos Unidas International
Mary's Place
Mercer Island School District
Mother Africa
Multimedia Resources and Training Institute (MMRTI)
Muslim American Youth Foundation

Muslim Community Network Association
Muslimahs Against Abuse Center
Navos
Neighborcare Health
Neighborhood House
New Americans Alliance for Policy and Research
- Horn of Africa Services
- Iraqi Community Center of Washington
- Partners in Employment
- Somali Community Services of Seattle
New Economy Project
New Horizons
NISO Programs
No Limits Therapeutics Services
Northshore School District
Northshore Youth and Family Services
Northwest Center
Northwest Education Access
Northwest Film Forum
Northwest School for Deaf and Hard-of-Hearing
Children
Not This Time!
Open Arms Perinatal Services
Open Doors for Multicultural Families
Oromia Community Center in Washington
Pacific Islander Health Board of Washington
Para Los Niños

Partner in Employment (PIE)
Partners For Educational Reform and Student Success
(PERSS)
People of Color Against AIDS Network (POCAAN)
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
Queer Power Alliance
Rainier Athletes
Rainier Beach Action Coalition (RBAC)
Rainier Valley Midwives
Reclaiming Our Greatness
Refugee Immigrant Community Health (R.I.C.H.)
Program
- Cham Refugees Community
- Omar Bin Al-Khattab Islamic Center
- Somali Cultural Center
Refugee Women's Alliance (ReWA)
reimagine collective
Renton School District (RSD)

Resilient in Sustaining Empowerment (RISE)
Restore Assemble Produce (RAP)
RHL Consulting
Riverton Park United Methodist Church
Rooted in Vibrant Communities (RVC) Seattle
Rooted in Vibrant Communities/First Five Years &
Beyond (?)
Ryther
SAILS Washington, Inc.
Sama Praxis
SanArte Healing & Cultura Clinic
Sarah Derstadt
Scholar Fund
School's Out Washington
Sea Mar Community Health Center
Sea Potential
SeaTac Airport Community Coalition (STACC) 4 Justice
- Beacon Hill Council
- 350 Aviation
- El Centro De La Raza
- King County Int'l Airport Community Coalition
- Quiet Skies Puget Sound
Seattle CARES Mentoring Movement
Seattle Children's Hospital
Seattle Chinatown International District Preservation
and Development Authority (SCIDpda)
Seattle Foundation
Seattle Housing Authority

Seattle Indian Health Board
Seattle Neighborhood Group
Seattle Parks and Recreation
Seattle Public Schools
SG Education Consulting
SKCAC Industries & Employment Services
Skykomish School District
Skyway Coalition
Snoqualmie Valley Human Services Coalition
- A Supportive Community for All
- 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
- Reclaim
- Snoqualmie Valley Food Bank
- Sno-Valley Senior Center
- Tolt Congregational UCC Community
Connections Program
- Snoqualmie Valley YMCA
- SVA Church
Snoqualmie Valley School District
Society of St. Vincent de Paul
Solid Ground

Somali Childcare Providers Association/Somali Women and Child Care Association
Somali Community Services of Seattle (SCSS)
Somali Health Board
South End Stories
South King County LGBTQIA+ Collaborative

- Queer Power Alliance (formerly known as LGBTQ Allyship)
- Entre Hermanos
- POCAAN

South Seattle Women's Health Foundation
Southeast Youth & Family Services
Southwest Youth & Family Services
Speak With Purpose
St. Stephen Housing Association
Start Early Washington
Statewide Poverty Action Network
STEM Paths Innovation Network
Stemtac Foundation
Student & Family Support Program
Student Connection
Sunrise Services, Inc.
Supported Solution, LLC
Surge Reproductive Justice

- Families of Color Seattle (FOCS)

Sustainable Seattle
Tahoma School District
Team Read

Technology Access Foundation (TAF)
Tenants Union of Washington State
Teniel Sabin Education & Consulting
The 4C Coalition
The Arc of King County
The Breakfast Group
The Bureau of Fearless Ideas
The Burien Collaborative

- Lake Burien Presbyterian Church
- Alimentando al Pueblo
- BLK Berry
- Southwest Youth and Family Services
- YES! Foundation

The Capacity Collective
The Children's Center at Burke Gilman Gardens
The Church Council of Greater Seattle
The Community Cafe Collaborative
The Garage, A Teen Cafe
The Good Foot Arts Collective
The Mockingbird Society
The People's Institute for Survival and Beyond
The Profitable Nonprofit
The Silent Task Force
The South End Ultimate Program
The Urban Food Systems Program
The Urban Institute
The Vera Project

Therapeutic Health Services
Tilth Alliance
Together We Heal
 - Collective Justice
 - Freedom Project
Tollo Social Purpose Corporation
Total Accounting Tax & Payroll LLC
Trafton International Consulting Group, LLC
TransFamilies
Treehouse
Trillium Employment Services
Tubman Center for Health & Freedom
Tukwila School District
Ubumwe Women Association
Umoja P.E.A.C.E. Center
United Communities of Laos
United Indians of All Tribes Foundation
United Way of King County
University of Washington
University of Washington - Haring Center
University of Washington - SMART Center
Unleash the Brilliance
Urban ArtWorks
Urban Impact Community Health Center
Urban League of Metropolitan Seattle
Urban Native Education Alliance (UNEA)

UTOPIA (United Territories of Pacific Islanders Alliance)
Washington
Vadis
Valley Cities Counseling
Vashon Island School District
Vashon Youth & Family Services
Vietnamese Family Autism Advisory Board
Villa Comunitaria
Voices of Tomorrow
Wa Na Wari
 - Africatown Community Land Trust
 - King County Equity Now
WAPI Community Services
Wasat
Washington Chapter of the American Academy of
Pediatrics
Washington Immigrant Solidarity Network
Washington Poison Center
Washington West African Center
We are Victorious Youth
WestEd
WestSide Baby
Wheellab
White Center Community Development Association
(WCCDA)
 - Community Roots Housing
 - FEEST
 - Healthpoint

- Southwest Youth and Family Services
- YES Foundation

White Center Food Bank

Wonderland Child & Family Services

Workathon LLC

Worth a Shot

YES! Foundation

YMCA of Greater Seattle

Young Women Empowered

Your Pretty Perfect LLC

Youth Development Executives of King County (YDEKC)

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.

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 6 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 "Where do we reach?" tab of the [Best Starts for Kids Data 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, do not collect data on participants' ZIP Code of residence.
- Participant data is expressed as "Fewer than 5" when there are fewer than 5 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.

Figure 14. 2023 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	38	1,264	377	69	1,748
98002	108	3,504	916	168	4,696
98003	154	3,480	371	218	4,223
98004	Fewer than 5	2,015	301	0	2,316 - 2,320
98005	9	683	94	5	791
98006	15	603	163	11	792
98007	30	1,354	512	13	1,909
98008	11	805	152	Fewer than 5	968 - 972
98009	0	11	15	0	26
98010	8	90	63	0	161
98011	7	534	369	8	918
98012	0	18	97	0	115
98013	0	5	0	0	5
98014	0	172	78	0	250
98019	Fewer than 5	273	97	0	370 - 374
98020	0	0	13	0	13
98021	0	18	249	0	267
98022	12	673	163	16	864
98023	59	1,299	446	91	1,895
98024	0	93	87	0	180
98025	0	5	5	0	10
98026	0	6	13	0	19
98027	8	1,213	134	Fewer than 5	1,355 - 1,359
98028	6	928	384	8	1,326
98029	22	662	112	31	827

ZIP Code	Child Care	Investing Early	Sustain the Gain	Youth and Family Homelessness Prevention	Total
98030	88	6,134	730	192	7,144
98031	160	2,641	811	128	3,740
98032	104	4,193	654	177	5,128
98033	11	334	56	13	414
98034	12	876	126	18	1,032
98035	0	25	Fewer than 5	0	25 - 29
98036	0	9	13	0	22
98037	0	Fewer than 5	8	0	8 - 12
98038	17	1,533	1,408	28	2,986
98039	0	5	10	0	15
98040	Fewer than 5	252	330	0	582 - 586
98042	39	2,516	490	53	3,098
98043	0	5	11	0	16
98045	Fewer than 5	477	215	0	692 - 696
98047	29	216	118	8	371
98048	0	Fewer than 5	0	0	0 - 4
98050	0	0	Fewer than 5	Fewer than 5	5
98051	Fewer than 5	18	80	0	98 - 102
98052	25	1,121	267	30	1,443
98053	6	163	43	7	219
98055	38	622	257	47	964
98056	18	1,553	193	36	1,800
98057	19	508	557	36	1,120
98058	114	1,885	496	55	2,550
98059	24	1,032	334	10	1,400
98062	0	0	Fewer than 5	0	0 - 4
98063	0	Fewer than 5	5	0	5 - 9

ZIP Code	Child Care	Investing Early	Sustain the Gain	Youth and Family Homelessness Prevention	Total
98064	0	Fewer than 5	Fewer than 5	0	5
98065	Fewer than 5	560	331	17	908 - 912
98068	0	Fewer than 5	0	0	0 - 4
98070	9	778	519	0	1,306
98071	0	Fewer than 5	Fewer than 5	0	6
98072	Fewer than 5	149	213	Fewer than 5	369
98074	Fewer than 5	150	39	10	199 - 203
98075	5	161	26	0	192
98077	Fewer than 5	56	152	0	208 - 212
98082	0	0	Fewer than 5	0	0 - 4
98083	0	Fewer than 5	0	0	0 - 4
98087	0	7	8	0	15
98092	36	3,043	840	56	3,975
98093	0	5	5	0	10
98101	0	128	125	0	253
98102	Fewer than 5	206	166	6	378 - 382
98103	10	788	428	0	1,226
98104	Fewer than 5	414	297	6	717 - 721
98105	20	313	410	6	749
98106	50	2,272	580	13	2,915
98107	Fewer than 5	163	194	0	357 - 361
98108	21	4,366	576	15	4,978
98109	6	150	87	Fewer than 5	243 - 247
98110	0	0	5	0	5
98111	0	Fewer than 5	16	Fewer than 5	18
98112	Fewer than 5	347	320	7	674 - 678
98113	0	Fewer than 5	12	0	12 - 16

ZIP Code	Child Care	Investing Early	Sustain the Gain	Youth and Family Homelessness Prevention	Total
98114	0	5	9	0	14
98115	15	549	1,218	6	1,788
98116	6	245	669	Fewer than 5	920 - 924
98117	Fewer than 5	293	524	0	817 - 821
98118	80	9,986	1,814	101	11,981
98119	5	129	85	0	219
98121	Fewer than 5	339	688	Fewer than 5	1,030
98122	24	2,620	739	11	3,394
98125	32	2,276	532	10	2,850
98126	45	4,634	755	29	5,463
98133	35	1,152	587	21	1,795
98134	0	Fewer than 5	21	0	21 - 25
98136	0	59	160	0	219
98138	0	Fewer than 5	Fewer than 5	0	2
98144	60	8,728	747	12	9,547
98145	0	Fewer than 5	0	0	0 - 4
98146	160	3,915	1,221	26	5,322
98148	20	450	393	31	894
98155	28	562	123	Fewer than 5	713 - 717
98158	0	7	Fewer than 5	0	7 - 11
98160	0	0	Fewer than 5	0	0 - 4
98164	0	Fewer than 5	Fewer than 5	0	2
98165	0	0	Fewer than 5	0	0 - 4
98166	36	1,662	545	9	2,252
98168	97	4,995	1,397	106	6,595
98177	Fewer than 5	160	139	Fewer than 5	304
98178	94	2,125	1,172	76	3,467

ZIP Code	Child Care	Investing Early	Sustain the Gain	Youth and Family Homelessness Prevention	Total
98188	96	2,108	848	133	3,185
98189	0	Fewer than 5	0	0	0 - 4
98195	0	120	Fewer than 5	0	120 - 124
98198	72	3,500	729	126	4,427
98199	Fewer than 5	81	81	0	162 - 166
98201	0	9	Fewer than 5	0	9 - 13
98203	0	7	6	0	13
98204	0	6	5	0	11
98208	0	11	12	0	23
98223	0	Fewer than 5	Fewer than 5	0	3
98224	0	0	Fewer than 5	0	0 - 4
98251	0	Fewer than 5	0	0	0 - 4
98252	0	0	Fewer than 5	0	0 - 4
98258	0	Fewer than 5	Fewer than 5	0	7
98270	0	Fewer than 5	Fewer than 5	0	7
98271	0	0	Fewer than 5	0	0 - 4
98272	0	Fewer than 5	10	0	10 - 14
98275	0	Fewer than 5	9	0	9 - 13
98288	0	9	Fewer than 5	0	9 - 13
98290	0	0	Fewer than 5	0	0 - 4
98294	0	0	Fewer than 5	0	0 - 4
98296	0	0	6	0	6
98310	0	0	Fewer than 5	0	0 - 4
98312	0	Fewer than 5	Fewer than 5	0	3
98321	0	0	5	0	5
98328	0	0	Fewer than 5	0	0 - 4
98329	0	0	Fewer than 5	0	0 - 4

ZIP Code	Child Care	Investing Early	Sustain the Gain	Youth and Family Homelessness Prevention	Total
98332	0	Fewer than 5	Fewer than 5	0	3
98338	0	Fewer than 5	Fewer than 5	0	2
98346	0	0	Fewer than 5	0	0 - 4
98354	0	11	5	0	16
98366	0	0	5	0	5
98367	0	Fewer than 5	Fewer than 5	0	3
98371	0	Fewer than 5	Fewer than 5	0	6
98372	0	0	Fewer than 5	0	0 - 4
98373	0	Fewer than 5	5	0	5 - 9
98374	0	Fewer than 5	8	0	8 - 12
98375	0	Fewer than 5	8	0	8 - 12
98386	0	0	Fewer than 5	0	0 - 4
98387	0	0	6	0	6
98390	0	Fewer than 5	6	0	6 - 10
98391	0	Fewer than 5	11	0	11 - 15
98396	0	0	Fewer than 5	0	0 - 4
98402	0	Fewer than 5	0	0	0 - 4
98403	0	0	Fewer than 5	0	0 - 4
98404	0	Fewer than 5	10	0	10 - 14
98405	0	7	Fewer than 5	0	7 - 11
98406	0	Fewer than 5	0	0	0 - 4
98408	0	Fewer than 5	Fewer than 5	0	5
98409	0	Fewer than 5	8	0	8 - 12
98416	0	0	Fewer than 5	0	0 - 4
98418	0	Fewer than 5	Fewer than 5	0	3
98422	0	Fewer than 5	9	0	9 - 13

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. 2023 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	\$500,000	\$638,000	\$508,000	\$121,000	\$1,767,000
98002	\$1,421,000	\$1,567,000	\$812,000	\$295,000	\$4,096,000
98003	\$2,027,000	\$1,375,000	\$603,000	\$383,000	\$4,388,000
98004	\$53,000	\$801,000	\$165,000	\$0	\$1,018,000
98005	\$118,000	\$299,000	\$114,000	\$9,000	\$541,000
98006	\$197,000	\$261,000	\$195,000	\$19,000	\$673,000
98007	\$395,000	\$441,000	\$549,000	\$23,000	\$1,408,000
98008	\$145,000	\$323,000	\$173,000	\$7,000	\$648,000
98009	\$0	\$1,000	\$31,000	\$0	\$32,000
98010	\$105,000	\$48,000	\$25,000	\$0	\$179,000
98011	\$92,000	\$231,000	\$126,000	\$14,000	\$464,000
98012	\$0	\$9,000	\$43,000	\$0	\$52,000
98013	\$0	\$6,000	\$0	\$0	\$6,000
98014	\$0	\$91,000	\$82,000	\$0	\$173,000
98019	\$13,000	\$156,000	\$125,000	\$0	\$294,000
98020	\$0	\$0	\$11,000	\$0	\$11,000
98021	\$0	\$19,000	\$69,000	\$0	\$88,000
98022	\$158,000	\$323,000	\$40,000	\$28,000	\$549,000
98023	\$776,000	\$663,000	\$781,000	\$160,000	\$2,380,000
98024	\$0	\$61,000	\$46,000	\$0	\$107,000

ZIP Code	Child Care	Investing Early	Sustain the Gain	Youth and Family Homelessness Prevention	Total
98025	\$0	\$7,000	\$9,000	\$0	\$16,000
98026	\$0	\$4,000	\$15,000	\$0	\$18,000
98027	\$105,000	\$602,000	\$134,000	\$7,000	\$848,000
98028	\$79,000	\$402,000	\$140,000	\$14,000	\$634,000
98029	\$290,000	\$308,000	\$129,000	\$54,000	\$781,000
98030	\$1,158,000	\$1,589,000	\$716,000	\$337,000	\$3,800,000
98031	\$2,105,000	\$1,178,000	\$656,000	\$225,000	\$4,165,000
98032	\$1,369,000	\$1,376,000	\$651,000	\$311,000	\$3,706,000
98033	\$145,000	\$148,000	\$78,000	\$23,000	\$393,000
98034	\$158,000	\$351,000	\$169,000	\$32,000	\$710,000
98035	\$0	\$12,000	\$1,000	\$0	\$14,000
98036	\$0	\$10,000	\$12,000	\$0	\$21,000
98037	\$0	Less than \$1,000	\$11,000	\$0	\$12,000
98038	\$224,000	\$261,000	\$329,000	\$49,000	\$863,000
98039	\$0	\$3,000	\$15,000	\$0	\$18,000
98040	\$13,000	\$123,000	\$81,000	\$0	\$217,000
98042	\$513,000	\$783,000	\$326,000	\$93,000	\$1,716,000
98043	\$0	Less than \$1,000	\$11,000	\$0	\$12,000
98045	\$13,000	\$367,000	\$125,000	\$0	\$506,000
98047	\$382,000	\$110,000	\$36,000	\$14,000	\$541,000
98048	\$0	Less than \$1,000	\$0	\$0	Less than \$1,000
98050	\$0	\$0	\$2,000	\$5,000	\$7,000
98051	\$13,000	\$7,000	\$22,000	\$0	\$43,000
98052	\$329,000	\$381,000	\$266,000	\$53,000	\$1,029,000
98053	\$79,000	\$63,000	\$28,000	\$12,000	\$182,000
98055	\$500,000	\$289,000	\$312,000	\$82,000	\$1,183,000
98056	\$237,000	\$456,000	\$266,000	\$63,000	\$1,023,000

ZIP Code	Child Care	Investing Early	Sustain the Gain	Youth and Family Homelessness Prevention	Total
98057	\$250,000	\$180,000	\$568,000	\$63,000	\$1,061,000
98058	\$1,500,000	\$876,000	\$443,000	\$97,000	\$2,916,000
98059	\$316,000	\$456,000	\$365,000	\$18,000	\$1,155,000
98062	\$0	\$0	Less than \$1,000	\$0	Less than \$1,000
98063	\$0	\$2,000	\$7,000	\$0	\$9,000
98064	\$0	\$1,000	Less than \$1,000	\$0	\$1,000
98065	\$53,000	\$388,000	\$188,000	\$30,000	\$659,000
98068	\$0	\$3,000	\$0	\$0	\$3,000
98070	\$118,000	\$327,000	\$526,000	\$0	\$971,000
98071	\$0	\$2,000	\$3,000	\$0	\$6,000
98072	\$39,000	\$77,000	\$66,000	\$7,000	\$189,000
98074	\$26,000	\$109,000	\$48,000	\$18,000	\$200,000
98075	\$66,000	\$98,000	\$46,000	\$0	\$209,000
98077	\$13,000	\$32,000	\$30,000	\$0	\$75,000
98082	\$0	\$0	\$6,000	\$0	\$6,000
98083	\$0	\$2,000	\$0	\$0	\$2,000
98087	\$0	Less than \$1,000	\$5,000	\$0	\$5,000
98092	\$474,000	\$1,287,000	\$459,000	\$98,000	\$2,319,000
98093	\$0	\$4,000	\$4,000	\$0	\$8,000
98101	\$0	\$72,000	\$172,000	\$0	\$244,000
98102	\$26,000	\$65,000	\$161,000	\$11,000	\$263,000
98103	\$132,000	\$198,000	\$213,000	\$0	\$542,000
98104	\$39,000	\$143,000	\$299,000	\$11,000	\$492,000
98105	\$263,000	\$151,000	\$309,000	\$11,000	\$733,000
98106	\$658,000	\$457,000	\$674,000	\$23,000	\$1,811,000
98107	\$39,000	\$56,000	\$79,000	\$0	\$174,000
98108	\$276,000	\$1,336,000	\$668,000	\$26,000	\$2,307,000

ZIP Code	Child Care	Investing Early	Sustain the Gain	Youth and Family Homelessness Prevention	Total
98109	\$79,000	\$66,000	\$53,000	\$4,000	\$201,000
98110	\$0	\$0	\$8,000	\$0	\$8,000
98111	\$0	Less than \$1,000	\$33,000	\$2,000	\$35,000
98112	\$13,000	\$57,000	\$253,000	\$12,000	\$335,000
98113	\$0	\$1,000	\$25,000	\$0	\$26,000
98114	\$0	\$6,000	\$17,000	\$0	\$23,000
98115	\$197,000	\$251,000	\$844,000	\$11,000	\$1,303,000
98116	\$79,000	\$82,000	\$597,000	\$4,000	\$761,000
98117	\$26,000	\$150,000	\$176,000	\$0	\$352,000
98118	\$1,053,000	\$1,825,000	\$2,387,000	\$177,000	\$5,442,000
98119	\$66,000	\$72,000	\$62,000	\$0	\$200,000
98121	\$26,000	\$96,000	\$509,000	\$2,000	\$634,000
98122	\$316,000	\$911,000	\$800,000	\$19,000	\$2,047,000
98125	\$421,000	\$551,000	\$395,000	\$18,000	\$1,385,000
98126	\$592,000	\$655,000	\$810,000	\$51,000	\$2,109,000
98133	\$461,000	\$410,000	\$619,000	\$37,000	\$1,526,000
98134	\$0	\$1,000	\$40,000	\$0	\$41,000
98136	\$0	\$33,000	\$79,000	\$0	\$112,000
98138	\$0	Less than \$1,000	Less than \$1,000	\$0	Less than \$1,000
98144	\$790,000	\$871,000	\$756,000	\$21,000	\$2,437,000
98145	\$0	Less than \$1,000	\$0	\$0	Less than \$1,000
98146	\$2,105,000	\$787,000	\$762,000	\$46,000	\$3,699,000
98148	\$263,000	\$204,000	\$325,000	\$54,000	\$846,000
98155	\$368,000	\$226,000	\$178,000	\$7,000	\$779,000
98158	\$0	\$1,000	Less than \$1,000	\$0	\$2,000
98160	\$0	\$0	\$2,000	\$0	\$2,000
98164	\$0	Less than \$1,000	\$3,000	\$0	\$3,000

ZIP Code	Child Care	Investing Early	Sustain the Gain	Youth and Family Homelessness Prevention	Total
98165	\$0	\$0	\$4,000	\$0	\$4,000
98166	\$474,000	\$288,000	\$295,000	\$16,000	\$1,072,000
98168	\$1,276,000	\$985,000	\$932,000	\$186,000	\$3,380,000
98177	\$26,000	\$73,000	\$87,000	\$5,000	\$192,000
98178	\$1,237,000	\$603,000	\$1,231,000	\$133,000	\$3,204,000
98188	\$1,263,000	\$794,000	\$550,000	\$233,000	\$2,840,000
98189	\$0	\$2,000	\$0	\$0	\$2,000
98195	\$0	\$11,000	\$6,000	\$0	\$17,000
98198	\$947,000	\$1,596,000	\$487,000	\$221,000	\$3,252,000
98199	\$13,000	\$44,000	\$78,000	\$0	\$135,000
98201	\$0	\$13,000	\$3,000	\$0	\$15,000
98203	\$0	Less than \$1,000	\$7,000	\$0	\$7,000
98204	\$0	Less than \$1,000	\$8,000	\$0	\$8,000
98208	\$0	\$6,000	\$12,000	\$0	\$18,000
98223	\$0	Less than \$1,000	Less than \$1,000	\$0	Less than \$1,000
98224	\$0	\$0	Less than \$1,000	\$0	Less than \$1,000
98251	\$0	Less than \$1,000	\$0	\$0	Less than \$1,000
98252	\$0	\$0	Less than \$1,000	\$0	Less than \$1,000
98258	\$0	Less than \$1,000	\$2,000	\$0	\$2,000
98270	\$0	\$3,000	\$2,000	\$0	\$5,000
98271	\$0	\$0	Less than \$1,000	\$0	Less than \$1,000
98272	\$0	Less than \$1,000	\$9,000	\$0	\$9,000
98275	\$0	Less than \$1,000	\$8,000	\$0	\$8,000
98288	\$0	\$7,000	Less than \$1,000	\$0	\$7,000
98290	\$0	\$0	\$3,000	\$0	\$3,000
98294	\$0	\$0	\$2,000	\$0	\$2,000
98296	\$0	\$0	\$2,000	\$0	\$2,000

ZIP Code	Child Care	Investing Early	Sustain the Gain	Youth and Family Homelessness Prevention	Total
98310	\$0	\$0	\$2,000	\$0	\$2,000
98312	\$0	Less than \$1,000	Less than \$1,000	\$0	Less than \$1,000
98321	\$0	\$0	Less than \$1,000	\$0	Less than \$1,000
98328	\$0	\$0	Less than \$1,000	\$0	Less than \$1,000
98329	\$0	\$0	\$3,000	\$0	\$3,000
98332	\$0	Less than \$1,000	Less than \$1,000	\$0	Less than \$1,000
98338	\$0	Less than \$1,000	Less than \$1,000	\$0	Less than \$1,000
98346	\$0	\$0	\$3,000	\$0	\$3,000
98354	\$0	\$4,000	\$2,000	\$0	\$6,000
98366	\$0	\$0	\$2,000	\$0	\$2,000
98367	\$0	Less than \$1,000	Less than \$1,000	\$0	Less than \$1,000
98371	\$0	\$3,000	\$3,000	\$0	\$6,000
98372	\$0	\$0	\$1,000	\$0	\$1,000
98373	\$0	Less than \$1,000	\$2,000	\$0	\$3,000
98374	\$0	\$1,000	\$5,000	\$0	\$6,000
98375	\$0	\$1,000	\$2,000	\$0	\$4,000
98386	\$0	\$0	Less than \$1,000	\$0	Less than \$1,000
98387	\$0	\$0	\$2,000	\$0	\$2,000
98390	\$0	Less than \$1,000	\$5,000	\$0	\$5,000
98391	\$0	Less than \$1,000	\$4,000	\$0	\$4,000
98396	\$0	\$0	Less than \$1,000	\$0	Less than \$1,000
98402	\$0	Less than \$1,000	\$0	\$0	Less than \$1,000
98403	\$0	\$0	\$1,000	\$0	\$1,000
98404	\$0	Less than \$1,000	\$2,000	\$0	\$3,000
98405	\$0	\$1,000	\$2,000	\$0	\$3,000
98406	\$0	Less than \$1,000	\$0	\$0	Less than \$1,000
98408	\$0	Less than \$1,000	\$3,000	\$0	\$3,000

ZIP Code	Child Care	Investing Early	Sustain the Gain	Youth and Family Homelessness Prevention	Total
98409	\$0	Less than \$1,000	\$2,000	\$0	\$2,000
98416	\$0	\$0	Less than \$1,000	\$0	Less than \$1,000
98418	\$0	Less than \$1,000	\$3,000	\$0	\$3,000
98422	\$0	\$3,000	\$3,000	\$0	\$6,000

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. 2023 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	\$1,137,000	\$585,000	\$555,000	\$0	\$2,276,000
98002	\$651,000	\$1,552,000	\$811,000	\$147,000	\$3,161,000
98003	\$1,421,000	\$1,740,000	\$589,000	\$147,000	\$3,897,000
98004	\$239,000	\$69,000	\$34,000	\$0	\$342,000
98005	\$127,000	\$0	\$205,000	\$0	\$332,000
98006	\$157,000	\$0	\$167,000	\$147,000	\$471,000
98007	\$666,000	\$1,191,000	\$1,087,000	\$147,000	\$3,090,000
98008	\$284,000	\$260,000	\$167,000	\$0	\$711,000
98009	\$0	\$63,000	\$100,000	\$0	\$163,000
98010	\$15,000	\$237,000	\$0	\$0	\$252,000
98011	\$97,000	\$174,000	\$84,000	\$0	\$355,000
98012	\$7,000	\$0	\$34,000	\$0	\$41,000
98014	\$0	\$63,000	\$100,000	\$0	\$163,000
98015	\$0	\$0	\$100,000	\$0	\$100,000
98019	\$0	\$0	\$34,000	\$0	\$34,000
98021	\$0	\$0	\$84,000	\$0	\$84,000
98022	\$180,000	\$237,000	\$34,000	\$0	\$450,000
98023	\$965,000	\$1,006,000	\$556,000	\$0	\$2,528,000
98024	\$0	\$0	\$51,000	\$0	\$51,000
98026	\$135,000	\$69,000	\$0	\$0	\$204,000

ZIP Code	Child Care	Investing Early	Sustain the Gain	Youth and Family Homelessness Prevention	Total
98027	\$232,000	\$63,000	\$133,000	\$0	\$428,000
98028	\$30,000	\$69,000	\$84,000	\$0	\$183,000
98029	\$75,000	\$191,000	\$0	\$0	\$266,000
98030	\$1,204,000	\$1,914,000	\$931,000	\$293,000	\$4,342,000
98031	\$1,496,000	\$698,000	\$444,000	\$0	\$2,638,000
98032	\$1,421,000	\$2,512,000	\$1,565,000	\$440,000	\$5,938,000
98033	\$52,000	\$428,000	\$34,000	\$0	\$514,000
98034	\$165,000	\$737,000	\$397,000	\$0	\$1,299,000
98036	\$82,000	\$0	\$0	\$0	\$82,000
98037	\$30,000	\$0	\$0	\$0	\$30,000
98038	\$232,000	\$69,000	\$163,000	\$0	\$464,000
98039	\$0	\$0	\$90,000	\$0	\$90,000
98040	\$67,000	\$0	\$129,000	\$0	\$196,000
98042	\$1,122,000	\$872,000	\$213,000	\$147,000	\$2,354,000
98043	\$7,000	\$0	\$121,000	\$0	\$129,000
98045	\$0	\$147,000	\$84,000	\$0	\$231,000
98047	\$232,000	\$0	\$0	\$0	\$232,000
98051	\$0	\$0	\$51,000	\$0	\$51,000
98052	\$307,000	\$470,000	\$134,000	\$147,000	\$1,058,000
98053	\$22,000	\$0	\$0	\$0	\$22,000
98054	\$0	\$69,000	\$0	\$0	\$69,000
98055	\$621,000	\$111,000	\$219,000	\$0	\$951,000
98056	\$187,000	\$796,000	\$281,000	\$0	\$1,264,000
98057	\$299,000	\$1,330,000	\$759,000	\$293,000	\$2,682,000
98058	\$658,000	\$258,000	\$315,000	\$0	\$1,231,000
98059	\$367,000	\$0	\$124,000	\$0	\$490,000
98065	\$15,000	\$390,000	\$84,000	\$0	\$489,000

ZIP Code	Child Care	Investing Early	Sustain the Gain	Youth and Family Homelessness Prevention	Total
98068	\$67,000	\$0	\$0	\$0	\$67,000
98070	\$135,000	\$317,000	\$531,000	\$0	\$983,000
98072	\$105,000	\$0	\$84,000	\$0	\$189,000
98074	\$52,000	\$0	\$34,000	\$0	\$86,000
98077	\$0	\$0	\$51,000	\$0	\$51,000
98087	\$0	\$0	\$121,000	\$0	\$121,000
98092	\$613,000	\$692,000	\$320,000	\$0	\$1,625,000
98101	\$52,000	\$119,000	\$221,000	\$147,000	\$539,000
98102	\$120,000	\$0	\$155,000	\$0	\$275,000
98103	\$30,000	\$0	\$295,000	\$0	\$325,000
98104	\$329,000	\$329,000	\$292,000	\$0	\$950,000
98105	\$292,000	\$56,000	\$155,000	\$0	\$503,000
98106	\$733,000	\$997,000	\$535,000	\$0	\$2,264,000
98107	\$52,000	\$0	\$79,000	\$0	\$131,000
98108	\$995,000	\$806,000	\$1,757,000	\$147,000	\$3,705,000
98109	\$67,000	\$243,000	\$166,000	\$0	\$476,000
98112	\$15,000	\$208,000	\$150,000	\$0	\$373,000
98113	\$0	\$0	\$34,000	\$0	\$34,000
98114	\$0	\$0	\$0	\$147,000	\$147,000
98115	\$269,000	\$451,000	\$250,000	\$0	\$970,000
98116	\$0	\$0	\$217,000	\$0	\$217,000
98117	\$0	\$0	\$174,000	\$0	\$174,000
98118	\$965,000	\$2,429,000	\$2,112,000	\$147,000	\$5,653,000
98119	\$30,000	\$111,000	\$327,000	\$0	\$468,000
98121	\$0	\$953,000	\$34,000	\$0	\$987,000
98122	\$142,000	\$491,000	\$993,000	\$0	\$1,626,000
98125	\$359,000	\$126,000	\$441,000	\$0	\$926,000

ZIP Code	Child Care	Investing Early	Sustain the Gain	Youth and Family Homelessness Prevention	Total
98126	\$711,000	\$17,000	\$333,000	\$0	\$1,061,000
98133	\$232,000	\$911,000	\$605,000	\$0	\$1,747,000
98134	\$15,000	\$63,000	\$34,000	\$0	\$112,000
98136	\$30,000	\$0	\$45,000	\$0	\$75,000
98144	\$741,000	\$3,162,000	\$889,000	\$147,000	\$4,939,000
98146	\$718,000	\$577,000	\$542,000	\$147,000	\$1,984,000
98148	\$935,000	\$514,000	\$708,000	\$147,000	\$2,304,000
98155	\$217,000	\$300,000	\$112,000	\$0	\$629,000
98158	\$0	\$0	\$121,000	\$0	\$121,000
98166	\$681,000	\$543,000	\$512,000	\$147,000	\$1,883,000
98168	\$1,990,000	\$845,000	\$987,000	\$147,000	\$3,969,000
98177	\$0	\$0	\$79,000	\$0	\$79,000
98178	\$598,000	\$374,000	\$509,000	\$0	\$1,482,000
98188	\$1,489,000	\$1,021,000	\$1,127,000	\$587,000	\$4,224,000
98195	\$0	\$174,000	\$0	\$0	\$174,000
98198	\$928,000	\$1,373,000	\$858,000	\$293,000	\$3,452,000
98199	\$37,000	\$0	\$45,000	\$0	\$82,000
98204	\$15,000	\$0	\$0	\$0	\$15,000
98208	\$45,000	\$174,000	\$0	\$0	\$219,000
98271	\$15,000	\$0	\$0	\$0	\$15,000
98290	\$30,000	\$0	\$0	\$0	\$30,000
98354	\$15,000	\$0	\$0	\$0	\$15,000
98372	\$15,000	\$0	\$0	\$0	\$15,000
98374	\$7,000	\$0	\$0	\$0	\$7,000
98387	\$60,000	\$0	\$0	\$0	\$60,000
98404	\$22,000	\$0	\$132,000	\$0	\$155,000
98405	\$15,000	\$0	\$0	\$0	\$15,000

ZIP Code	Child Care	Investing Early	Sustain the Gain	Youth and Family Homelessness Prevention	Total
98407	\$0	\$174,000	\$0	\$0	\$174,000
98421	\$0	\$0	\$34,000	\$0	\$34,000
98422	\$90,000	\$0	\$0	\$0	\$90,000
98424	\$0	\$0	\$34,000	\$0	\$34,000
98444	\$0	\$0	\$132,000	\$0	\$132,000
98446	\$0	\$0	\$34,000	\$0	\$34,000
98499	\$0	\$0	\$56,000	\$0	\$56,000
98580	\$0	\$0	\$34,000	\$0	\$34,000