

# 2022 Annual Report

# Learning, Growing, and Thriving



Best Starts for  
**KIDS**

## CONTENTS

### WELCOME

|   |   |
|---|---|
| Letter from the King County Executive ..... | 3 |
| Letter from the Division Director .....     | 4 |

### INTRODUCTION

|                              |    |
|------------------------------|----|
| What Best Starts Does .....  | 5  |
| Best Starts in 2022 .....    | 6  |
| Who Best Starts Serves ..... | 8  |
| Best Starts' Reach .....     | 10 |
| Learn More .....             | 12 |

### STRATEGIES

|  |    |
|--|----|
| Child Care .....                                 | 13 |
| Investing Early .....                            | 18 |
| Sustain the Gain .....                           | 32 |
| Homelessness Prevention .....                    | 46 |
| Communities of Opportunity .....                 | 50 |
| Capital Projects .....                           | 56 |
| Technical Assistance and Capacity Building ..... | 58 |

### EVALUATION

|                        |    |
|------------------------|----|
| Overview .....         | 63 |
| In-Depth Reports ..... | 64 |

### INVESTMENTS

|                    |    |
|--------------------|----|
| Fiscal Table ..... | 66 |
|--------------------|----|

### PARTNERS

|                                      |    |
|--------------------------------------|----|
| Best Starts Community Partners ..... | 67 |
|--------------------------------------|----|

## THANKS TO OUR PARTNERS

Best Starts for Kids funds community partners across King County who lead, advise, and implement work through this initiative. These partners are recognized by name on [page 67](#).

## ALTERNATE FORMATS

To view the Best Starts for Kids 2022 Annual Report in alternative formats, call 206-263-9100 or TTY Relay 711.

## EXPLORE THE DATA

Best Starts for Kids evaluates all strategies and programs and maintains an interactive data dashboard. This report integrates data highlights and readers can explore the data further by going to the [Best Starts for Kids Data Dashboard](#).

## FOR MORE INFORMATION

To learn more about Best Starts for Kids and its work in King County, visit [kingcounty.gov/BestStarts](http://kingcounty.gov/BestStarts).

## PRIVACY

The stories in this report reflect the experiences of real people who accessed services through Best Starts for Kids community partners in 2022. They have consented to have their stories shared. Names and images may have been changed to respect their privacy.

## FOR BEST VIEWING EXPERIENCE

This report is intended to be read on screen and offers navigational links at the top of each page. For the best experience, we recommend using a PDF viewer rather than a web browser to navigate the report.

## FROM THE KING COUNTY EXECUTIVE

### To the King County community,

Every child and young person in King County deserves to be on a path toward life-long success. Through the support of King County voters, this year Best Starts for Kids is able to sustain our progress in prevention and early intervention, and also grow our investments to address important issues across our communities.

In 2022, Best Starts launched 34 funding opportunities and invested in more than 450 partners — more than we've ever reached. In this report you can see the profound impact this greater support has in communities, providing King County kids with the best start in life.

Last year, Best Starts expanded our work in the child care sector, investing in a more robust and equitable child care system, so children may grow and thrive, families can access high-quality and affordable care, and workers are well-compensated. We launched an equity-centered capital program to construct, repair, and expand community spaces for children, young people, and families. We did this while partnering with organizations to start new community-led programs to advance our shared vision of happy, healthy, safe, and thriving children, young people, and families.

Best Starts is all about community well-being and we regularly seek feedback from partners. This feedback ensures our work reaches those who need it and helps us continually learn and offer better supports, which you'll see throughout the report.

I am pleased to share the 2022 Best Starts for Kids Annual Report and the [data](#) — including financial information, outcomes, and stories — that demonstrate the impact of our work together. Through partnerships in every part of our region, we have built a solid foundation to catalyze strong starts in early childhood and sustain those gains as kids progress to adulthood, launching King County's kids on a path to lifelong health and well-being.

We greatly appreciate the ongoing commitment of our region and every community in King County for helping children, young people, and families learn, grow, and thrive.

Sincerely,



Dow Constantine  
King County Executive



## FROM THE CHILDREN, YOUTH AND YOUNG ADULT DIVISION DIRECTOR

### To our community,

At the heart of our work — from the very beginning of Best Starts for Kids — we have always prioritized building toward a county where we all thrive — in this moment and into our future. We plant and tend to the seeds today so that tomorrow we all benefit from what grows.

As we have navigated these extraordinarily difficult times, it remains essential for us to stay focused on this commitment. Planning for a nurturing future helps our kids today and working together, with an array of creative, skilled, and thoughtful partners toward that goal, makes us all stronger and better off.

In the first levy, Best Starts promoted policy and system changes to address long-standing racial inequities in health outcomes, including inequities in maternal and infant health and lack of quality, affordable child care for working families. Now, we are deepening investments and building on our collective strengths as we continue to confront and undo systemic racism and other inequities to promote health and well-being across King County communities.

Beginning in 2022, Best Starts sustains our strong foundation through seven investment areas: Child Care, Investing Early, Sustain the Gain, Homelessness Prevention, Communities of Opportunity, Capital Projects, and Technical Assistance and Capacity Building.

In the 2022 Best Starts for Kids Annual Report, we share key information — how much Best Starts invested, community and system partners, and outcomes — along with links to a [new data dashboard](#) on the Best Starts website. We share stories of relationships among children, young people, families, and communities across Best Starts as we grew and learned together. We share direct quotes and feedback from community partners that we will use as a foundation to continue the process of growth and learning.

I am honored by the dedication of our leadership, including Dow Constantine, King County Executive; Leo Flor, director of the King County Department of Community and Human Services; Dr. Faisal Khan, director of Public Health — Seattle & King County; the King County Children and Youth Advisory Board; and the Communities of Opportunity Governance Group. To you, our community, we are deeply grateful for our relationship and for your commitment and support to thriving communities across King County.

Sincerely,



Sheila Ater Capestany  
Children, Youth and Young Adult Division Director  
King County Department of Community and Human Services



Photo: Kate Simmons Photography

## WHAT BEST STARTS DOES

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 invests in comprehensive supports for children, young people, families, and caregivers, catalyzing strong starts in early childhood, and sustaining those gains as children progress to adulthood. By promoting positive outcomes for children, intervening early when kids and families need support, building on family and community strengths, and promoting policy and systems change, Best Starts sets King County's young people on a path to lifelong health and well-being.

New and continuing partners use Best Starts funding to strengthen relationships and programs to respond to community needs. When families and communities have the access and support to give their kids the best possible start:

-  **Babies** are born healthy and given the foundation for a happy, healthy life.
-  **People** have equitable opportunities to be safe, healthy and thriving.
-  **Communities** offer safe and welcoming environments for their kids.
-  **Children, teens and young people thrive!**



Photos: Josh Lewis

## BEST STARTS IN 2022

# Building on a strong foundation to grow and thrive

King County's community — children, young people, and families — thrives on connection. During the first Best Starts for Kids levy, we partnered with the community to build a foundation to catalyze strong starts in early childhood and sustain those gains as kids thrive to adulthood, launching King County's kids on a path to lifelong health and well-being.

In 2022, Best Starts expanded into new investment areas, responding to community input and need, including funding equitable access to high quality, affordable, and well-compensated child care. Best Starts launched an equity-centered capital program to build, repair, and expand community spaces to better serve communities. Best Starts extended contracts to support continuity of services, offered 34 funding opportunities, and distributed over \$110 million to community partners. Best Starts partnered with more than 450 community-based organizations operating more than 500 programs to reach over 264,000 children, young people, families, and community members across King County.

Best Starts is deeply grateful for what we learned and continue to learn from community partners. The upheaval of COVID highlighted the strength and resilience and great need in community. Community

partners emphasized the need for more resources to equitably staff their programs. Partners are eager to collaborate with each other: build networks and synergize efforts to cultivate a more equitable King County. In the second levy, Best Starts continues to grow the strong foundation already built, maintaining current investments in promotion, prevention, and early intervention, while deepening investments to address community needs.

Throughout the report, you will read stories for each investment area, along with direct quotes from community partners in that strategy about their work.

As Best Starts moves forward, we are building relationships with new partners, growing relationships of existing partnerships, and acknowledging past partnerships. This relational approach is one way we continue working toward a better, more equitable King County, where all children, families, and communities can thrive.



Photo: Che Sehyun

## CHILD CARE

Expanding child care access for children and their families through subsidies and investments in the child care workforce so all children and families can grow and thrive with access to this essential support.

## INVESTING EARLY

Building a robust system of support for pregnant and parenting families, babies, very young children, and caregivers that meets them where they are — at home, in the community, and wherever children receive care.

## SUSTAIN THE GAIN

Providing school- and community-based opportunities to learn, grow, and develop through childhood and adolescence and into adulthood and ensure continued progress.

## YOUTH AND FAMILY HOMELESSNESS PREVENTION INITIATIVE

Provides resources and case management supports to prevent young people and their families from losing stable housing.

## COMMUNITIES OF OPPORTUNITY

Supporting communities to create equitable conditions in housing, health, economic opportunity, and community connections so children and families can thrive.

## CAPITAL PROJECTS

Improving and creating community spaces to equitably expand access to high-quality programs and services for children, young people, and families.

## TECHNICAL ASSISTANCE AND CAPACITY BUILDING

Offering free support to Best Starts partners and other community organizations to apply for Best Starts funding and strengthen their work.

## WHO BEST STARTS SERVES

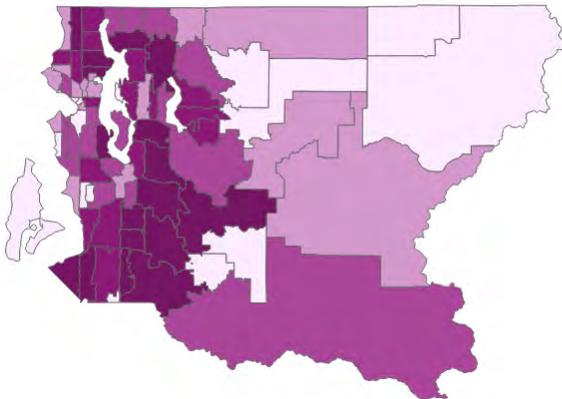
# Best Starts for Kids serves young people, families, and communities throughout King County

Best Starts is committed to eliminating regional, racial, and economic disparities in King County and addressing the systems that create these disparities. In centering racial equity and justice, Best Starts' distribution of investments focuses on areas where need is greatest. This need is demonstrated by darker shades of color in the maps below.

These maps demonstrate the different levels of community need within King County. **Population Density** demonstrates which areas of King County have higher concentrations of young people. **Child Opportunity Levels** show which areas of King County have low opportunity, defined by the Child Opportunity Index (COI). High-opportunity ZIP Codes (lighter color) have quality schools, parks and playgrounds, clean air, access to healthy food, health care, and safe housing. Low opportunity ZIP Codes (darker color) have few or none of these conditions. Together, these maps demonstrate the different levels of community need for investment within King County.

### **Population Density (ages 24 and under)<sup>1</sup>**

ZIP Codes with the highest numbers of young people are mostly located in south and west King County.



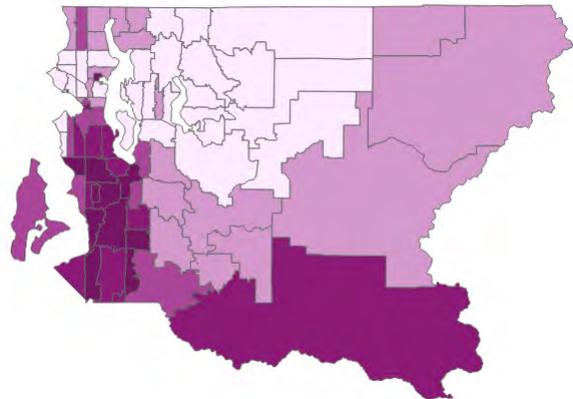
QUINTILE



Darker color = higher density  
Lighter color = lower density

### **Child Opportunity Levels<sup>2</sup>**

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



QUINTILE



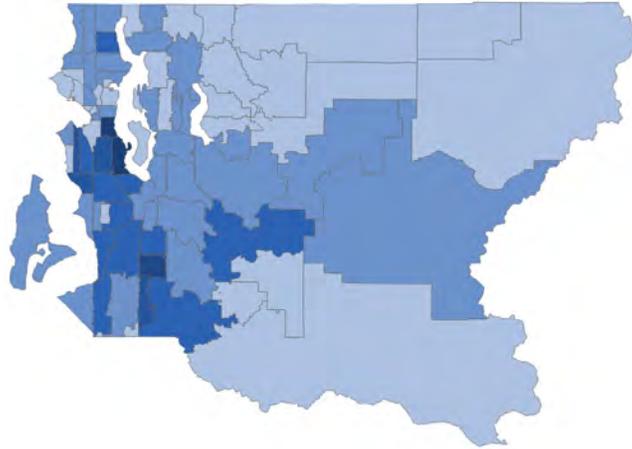
Darker color = very low opportunity  
Lighter color = very high opportunity

<sup>1</sup>Washington State Population Interim Estimates (PIE), December 2022.

<sup>2</sup>Child Opportunity Index (COI) 2.0 ZIP Code Data, February 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.



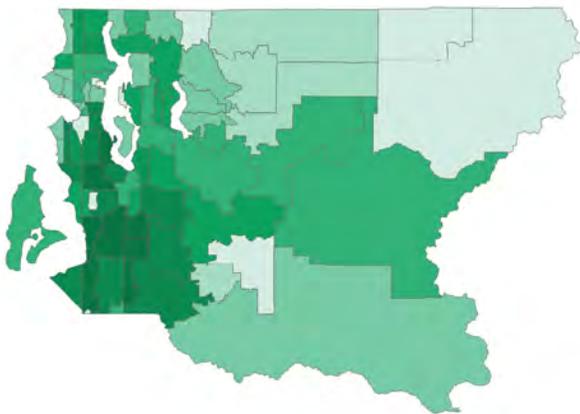
QUINTILE



Darker color = more BSK participants in this ZIP code  
Lighter color = less BSK participants in this ZIP code

## Expenditures by Where Participants Live

Best Starts expenditures by participants are spread throughout King County. ZIP Codes with higher densities of young people and lower Child Opportunity Levels generally have higher expenditures by where participants live.

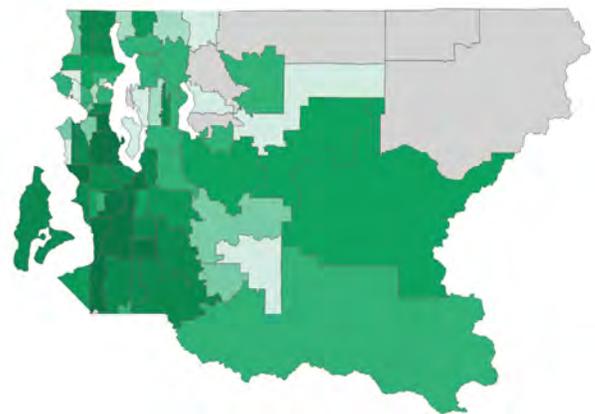


QUINTILE

Darker color = higher expenditures Lighter color = lower expenditures

## 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. ZIP Codes with higher densities of young people and lower Child Opportunity Levels generally have higher expenditures by where office-based services are located.



QUINTILE

Darker color = higher expenditures Lighter color = lower expenditures

Please visit the [Best Starts for Kids Data Dashboard](#) to explore more ZIP Code data, including specific data on people served and expenditures for individual ZIP Codes and Best Starts investment areas.

- Select “Where do we reach?” and investment area of interest.
- Tap or hover over the maps to view more detailed information for each ZIP Code.

## BEST STARTS' REACH

# Best Starts for Kids partners across King County in 2022

In 2022, Best Starts welcomed many new and returning partners. The partners highlighted here give a sense of the scope of programming supported by Best Starts for Kids funding across King County. To view a full list of all Best Starts community partners, please go to [pages 67–74](#).

### COUNCIL DISTRICT 1

#### **S** Kids and Paper

Provides elementary school-aged young people with after-school tutoring, healthy activities and snacks, and social and emotional development through creative arts.

#### **I** Ryther

Helps children, young people, and families find a path to healing, hope and resiliency by providing strengths-based therapeutic services, transitional community treatment, and family support services.

### COUNCIL DISTRICT 2

#### **O** Dare 2 Be Project

Strengthens food access initiatives in partnership with the Skyway-West Hill community and launching an Appetite for Change Experiential-Leadership Project that provides career readiness and civic engagement opportunities for 12–24-year-old young people.

#### **C** A 4 Apple Learning Center

Offers high-quality programs for infants, toddlers, and preschool age children, after school care for children ages 5 through 13, and serving as a Family Access and Support Team member for the Best Starts Child Care Subsidy Program.

“Best Starts for Kids is designed to create a holistic, inclusive ecosystem that brings community partners together to support young people, children and their families, invests in community-driven and results-oriented strategies that help all of us thrive.”

— King County Children and Youth Advisory Board Members Helena Stephens, Kendrick Glover, and Tom Bales

#### INVESTMENT AREAS

- C** Child Care
- I** Investing Early
- S** Sustain the Gain
- P** Homelessness Prevention
- O** Communities of Opportunity

### COUNCIL DISTRICT 3

#### **S** The Garage, A Teen Cafe

Provides a safe and healthy place for young people to hang out, form social connections, participate in teen-led activities, enjoy nutritious snacks and beverages, connect to needed resources, and build skills in cognitive and social-emotional health.

#### **S** Skykomish School District

Addresses student wellness by subcontracting with Northshore Youth and Family Services to provide universal behavioral health screening and interventions to middle and high school students.

## COUNCIL DISTRICT 4

### **I** Families of Color Seattle

Provides parent affinity groups for Black moms, single moms, Native parents, LGBTQ IA2S+ parents, and parents of children with disabilities.

### **I** Divine Alternative for Dads Service

Provides parenting classes and support groups to fathers in King County.

## COUNCIL DISTRICT 5

### **G** ForFortyTwo

Hosts a 10-week summer fellowship for Kent-based BIPOC\* young people, with a focus on the history and current day analysis of policing in schools and support to community-focused projects.

### **P** Ubumwe Women Association

Supports African immigrant/refugee families led by single parents who are at imminent risk of becoming homeless through ongoing case management support, culturally appropriate legal, mental health and other services to help families develop independent skills.

## COUNCIL DISTRICT 6

### **P** Indian American Community Services

Provides homelessness prevention services to Asian Indian families and young people through resource referrals, wellness sessions, mental health supports, and various workshops.

### **S** Our Hope

Serves immigrant/refugee communities through equity-based education, civic engagement, personal development, and community empowerment to remediate the widening opportunity gap that BIPOC\* students experience.

\*Best Starts and its 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 (i.e. Black and Brown children, students of color, communities of color etc.), but encourage holistic interpretations of this term used throughout the report.

## COUNCIL DISTRICT 7

### **S** Khalsa Gurmat Center

Empowers and engages young people in the Sikh community of King County to be vested in the Center by being leaders and educators and evolving its vision to fit their needs.

### **S** KBTC/Bates Technical College

Provides a safe environment for neurodivergent young people and young people with disabilities to discover the power of positive identity development and explore their creative potential by building a more inclusive media landscape.

## COUNCIL DISTRICT 8

### **I** Cultivate South Park

Hosts product testing events for community members to test household items for lead and teaching about lead exposure prevention and the importance of blood lead testing for children.

### **S** Abu-Bakr Islamic Center of Washington

Prepares young BIPOC and immigrant/refugee populations academically through language skills, mathematics fundamentals, and physical activity to build active habits.

## COUNCIL DISTRICT 9

### **I** Horn of Africa Services

Hosts Kaleidoscope Play and Learn groups focused on supporting caregivers and children who are refugees from Djibouti, Eritrea, Ethiopia, and Sudan.

### **I** Open Arms Perinatal Services

Provides culturally responsive and community-centered lactation and birth support to Black, Indigenous, Latine<sup>†</sup>, and Pacific Islander communities during pregnancy, birth, and early parenting, while also growing the capacity of current and future BIPOC birth professionals.

<sup>†</sup>Latine is a gender inclusive form of Latina/Latino.

## LEARN MORE

# The Best Starts for Kids Data Dashboard

The [Best Starts for Kids Data Dashboard](#) provides additional measures for Best Starts for Kids programs, customizable data views, and greater geographic and financial detail regarding the second levy, organized by section and investment area. Readers can navigate by clicking the gray navigation bar at the top of the dashboard, with investment areas matching their respective colors in the report. In many sections, readers can select specific strategies, programs, or topics of interest via a dropdown menu beneath the list of investment areas.

### Who do we serve?

Provides information on communities served by race, gender, and age, organized by program, strategy, and investment area.

### What are our results?

Provides information on the quantity, quality, and impact of Best Starts, organized by strategies and programs within each investment area.

### What are we learning?

Provides thematic information from community partners about successes, challenges, changes, and impact stories, organized by investment area.

### Where do we reach?

Provides information on Best Starts' reach geographically within King County, organized by investment areas that enroll individual participants.

### How do we support communities?

Provides information on Communities of Opportunity's reach geographically within King County.

### What do we invest in?

Provides fiscal data, including terminology and notes. To view fiscal table, click the blue bar at the bottom of the page. The fiscal table is organized by investment area with breakdowns by strategy.

### Resources and notes

Provides information on data collection, evaluation, methods, and considerations.



[Click here to view the Best Starts for Kids Data Dashboard](#)

Photo: TONL

# Child Care



## Child Care

Best Starts for Kids funding provides a new opportunity for King County to lead in expanding access to affordable, high quality, and well-compensated child care. Newly launched in 2022, Best Starts' Child Care strategy expands access to **child care subsidies** for children and their families and invests in solutions to boost the wages of child care providers equitably. Through Best Starts, King County takes a lead in strategies to expand and strengthen child care so that all children and families have the support to grow and thrive.

In 2022, Best Starts did not make any strategy-level investment changes within the Child Care investment area and does not anticipate any changes in 2023.

### Key Themes

**Strong relationships create success.** Partners have strong established relationships and connections within the child care community, which help family outreach teams identify opportunities to connect with families seeking resources.

**Subsidies provide immediate support to families.**

When families receive financial support to help pay the cost of child care, it has a positive and immediate impact on individuals, families, and communities.

Additional Best Starts data are available for all strategies and programs that provided services on the [Best Starts for Kids Data Dashboard](#).\*

\*Not all strategies have performance measure data for a full 12 months, depending on procurement cycles.



**By investing in child care, Best Starts for Kids supports communities so children have the support they need to grow up healthy. In 2022, Best Starts:**

- Reached 812 children through Best Starts Child Care Subsidy, giving immediate support to families
- Delivered one-time retention payments to 11,986 child care workers from 1,794 programs in partnership with City of Seattle
- Completed two competitive processes to distribute funding

## Child Care Community Impact Story



When children and families are met with the supports they need to thrive, the whole community thrives

Child care is an essential component of families' lives. In 2022, Best Starts launched the [Best Starts Child Care Subsidy](#), which offers financial support to families like the Barrios family, who don't qualify for other subsidies.

A single mom with two hardworking and resourceful kids, BillieJo Barrios reached out to every community resource to support her kids' aspirations. Her teenage daughter, an athlete, was eager to join her friends in camps and purchase running gear, but, with the cost of child care for her 5-year-old, BillieJo could only afford it if there were scholarships. As BillieJo shares, "Paying for daycare is literally like paying two rents. If you have just one income in your household that's a severe financial hardship."

She first accessed subsidy support through pandemic-related funds, but as these funds dwindled, she applied to the Best Starts subsidy. Receiving subsidy support provided relief for BillieJo, who before would have to make choices

between filling up her gas tank, getting a full load of groceries, or paying utility bills. It also provided reassurance and security to her kids. Now she can pay for camp and running cleats for her daughter, while knowing her son is covered for child care.

As BillieJo shares,

*"[It] really does change the dynamic in our home, because the kids are so much happier. When you're running on a tight budget, and daycare is so expensive, and when you are able to save the money that would be daycare, it really has a huge impact on not just financially, but on the whole morale of the family."*



Photo: Adobe Stock

## Child Care Subsidy Program

- **\$7.6M** invested in 2022
- **5** community partners

The Child Care Subsidy Program partners with five community-based organizations to administer subsidies that support the cost of child care at licensed centers or family child care sites for approximately 2,000 children aged birth to 12 and their families each year.

### Partner Recommendations

Community partners from the Child Care Subsidy Program shared additional training and spaces for cross-collaboration, and improving the quality of services by increasing outreach efforts, would better reinforce provider capacity, knowledge, and a sense of community.

Best Starts is responding to partner feedback by convening a workgroup of providers, caregivers, and early learning advocates to provide input on the development of the subsidy, workforce demonstration pilot project, and selection of key partners.

**“** *Our strength as a community-based organization is our relationship and connection with our families and community...[they know] their children will be taken care of and parents/caregivers can go back to work to earn a living.”*

— Dao Tran, Data and Evaluation Manager,  
White Center Community Development Association



# 812

children received a subsidy



## LEARN MORE

**VIDEO:**

[Best Starts Child Care Subsidy](#)

**LINK:**

[Best Starts Child Care Subsidy Website:  
https://bskchildcare.org/](https://bskchildcare.org/)

## Workforce Demonstration Pilot Project

- **\$5.5M invested in 2022**
- **2 community partners**

The Workforce Demonstration Pilot Project invests in the child care workforce through a wage boost pilot project. This pilot project will aim to recognize child care providers' contributions, improve employee retention, and increase continuity of care and quality in child care settings.

In 2022, Best Starts began to design the workforce demonstration pilot project. Best Starts anticipates gathering and sharing feedback on active programming in 2023.



While designing the Workforce Demonstration Pilot Project in 2022, Best Starts worked in partnership with the City of Seattle and Child Care Resources to issue one-time retention payments to child care workers throughout King County. Best Starts contributed \$5 million, the City of Seattle contributed \$2.4 million, and Child Care Resources administered the funds. This partnership helped Best Starts reach 11,986 child care workers from 1,794 programs with one-time payments while gathering data to inform the workforce demonstration pilot project.



### LEARN MORE

In partnership with the City of Seattle, King County contributed \$5 million to distribute to 11,986 child care workers in the form of one-time retention payments.

#### ARTICLE:

[90% of child care workers applied to receive \\$500 retention payment from King County](#)

#### VIDEO:

[King County Executive Dow Constantine Announces Payments to Child Care Workers](#)

# Investing Early



## Investing Early

Led by and working with our community partners, Best Starts for Kids cultivates connection between families navigating their child's earliest years and King County's vibrant community of early childhood professionals. Best Starts' emphasis on promoting social-emotional development and well-being for children allows community partners to provide supports for pregnant and parenting families, infants, very young children, and caregivers during the critical first five years of life. Backed by a growing body of evidence, the Best Starts approach results in positive outcomes for the rich diversity of our region's children from birth to age five.

In 2022, Best Starts did not make any strategy-level investment changes within the Investing Early investment area and does not anticipate any changes in 2023.

### Key Themes

**Communities define and celebrate their success, which is reflected in this report.** Partners know they are successful not only by looking at the numbers, but by hearing and celebrating impactful and inspiring stories of hope.

**Providers serve a vital and demanding role.** Direct service providers are essential to program impact; they build trusting relationships and navigate challenges, burnout, and bias to provide consistent support for babies, children, and families to thrive.

Additional Best Starts data are available for all strategies and programs that provided services on the [Best Starts for Kids Data Dashboard](#).\*

\*Not all strategies have performance measure data for a full 12 months, depending on procurement cycles.



**By investing early, Best Starts for Kids supports communities in creating caring and enriching environments so children can grow and thrive. In 2022, Best Starts:**

- Reached nearly 138,000 children, families, and providers through relationship building and trust
- Completed 12 competitive processes to distribute funding

Photo: Che Sehyun

## Investing Early Community Impact Story



Empowering caregivers  
and their children to  
tap into their strengths  
and create thriving  
communities

Communities thrive when children and their caregivers have the supports they need to feel safe, be healthy, and grow. Best Starts partners work with children and their caregivers to advance positive childhood experiences and help them find the resources they need. Through Best Starts Parent Child Health Services' Infant Mortality Prevention Network, Shemekia Little, Family Engagement Support Specialist Coordinator at Atlantic Street Center, supports young parents with young children to find and live into their strengths.

Shemekia and her team first met Jaimee, a smart and kindhearted woman and mother of three children ages 0–3, when Jaimee transitioned from living in a shelter to her first apartment with the help of Atlantic Street Center. Denisha, one of Shemekia's team members, partnered with Jaimee as her case manager to promote her strengths and help her family thrive. Denisha showed genuine, consistent love and care for Jaimee. Jaimee said, "I first didn't feel like I could trust or communicate with anyone, but eventually [I] started to feel comfortable and not be shy. Ever since, I've started opening up, not only to the people [at Atlantic Street Center], but to the world."

Working with Denisha, Jaimee received practical support, including rental insurance and rent to live in her apartment with her children. Through their Best Starts-funded Career Pathways program, Atlantic Street Center also helped Jaimee with employment. Denisha provided invaluable mental and emotional support along the journey. Jaimee has been working since November 2022, receiving child care support and gas cards to ensure she can continue to learn, grow, and support herself and her family.

With encouragement from the team at Atlantic Street Center, Jaimee has regained her strength and voice to speak up for herself and be vulnerable. As Jaimee said, "Now that I realize what I'm worth and how far I can go on my own, I know I don't have to settle." Serving as a role model and example of courage and resilience for her children, Jaimee said, "It's okay to ask for help. You're not alone even if you feel alone. There is help out there."



Photo: Atlantic Street Center

## Parent Child Health Services

- **\$13.2M invested in 2022**
- **14 community partners**

Parent Child Health Services provide a range of vital supports at home, clinic, and community settings for pregnant people, young people, and parenting families. Services address gaps in basic needs and improve health outcomes for newborns and families, focusing on racial disparities and increasing access to health services. Best Starts funds Family Ways and augments Infant Mortality Prevention Network, Kids Plus, Maternity Support Services and Infant Case Management (MSS/ICM), Nurse-Family Partnership, Perinatal Hepatitis B Prevention, Sexual and Reproductive Health Education and Services, and Women, Infants, and Children (WIC).

### Partner Recommendations

Parent Child Health Services programs recommend expanded family outreach and culturally responsive materials for the communities most affected by infant mortality.

Best Starts is responding to partner feedback by providing more infant mortality materials for partners to share with the communities most affected, and working with Infant Mortality Prevention Network partners to develop a public-facing website.

“...there is a clear need for culturally and community-based services [and] we [at Family Ways] expect that the community input, cultural and community connections, and our well-connected, passionate team...will result in a high-impact, relationship-based program.”

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

Photo: Che Sehyun



**14,240**  
completed Nurse-Family  
Partnership visits

**15,219**  
referrals for maternity support services  
and infant case management

**97%**  
of babies born to birthing parents with  
Hepatitis B became immune

## Home-Based Services

- **\$8.6M** invested in 2022
- **32** community partners, **8** program support partners

Home-Based Services offers relationship-based support for expecting families, and families of children birth to age 5 provided by trained Home Visitors. Services include offering caregivers a range of resources that support healthy pregnancy and birth, increase parenting confidence and knowledge, strengthen parent-child attachment, support positive child development, and enhance school readiness. Services use Evidence-Based, Evidence-Informed, and culturally responsive Community-Designed models.

### Partner Recommendations

Home-Based Services partners suggested Best Starts could expand funding to put towards higher wages for staff and staff training, including specialized training for staff well-being.

Best Starts is responding to partner feedback by prioritizing wage equity and training in the development of a 2023 competitive bid process.

“ We employ two Native elders on staff. Our Kias (grandmothers) [serve as] cultural ambassadors for our dislocated urban Indian families [carrying] the role of the calm, experienced and loving grandmother for parents and children alike.”

— Kristeene Smith, Ina Maka Home Visiting Program Supervisor, United Indians of All Tribes Foundation



# 6,079

caregivers and children supported with home-based services

# 90%

of families participating in community-designed programs reported increased child social and emotional competence

## Community-Based Parenting Supports (CBPS)

- **\$3.1M invested in 2022**
- **32 community partners, 3 program support partners**

Community-Based Parenting Supports provides community-centered, peer-based services to strengthen protective factors, mitigate risk, and increase health, safety, and social/emotional well-being of pregnant people, parents, and caregivers of children birth to age 5. Providers share King County families' lived experiences, culture, and language, and provide supports in community spaces. Supports include basic needs resource distribution, play and learn groups, caregiver classes and support, and perinatal and lactation support services.

### Partner Recommendations

Community partners from Community-Based Parenting Supports noted they need more funding to sustainably support children, families, and the greater community, along with more culturally responsive basic needs resources informed by and accessible to the community.

Best Starts is responding to partner feedback by prioritizing culturally responsive basic needs in the development of a competitive bid process, released in late 2022.

“ We have received a lot of positive feedback from our parents [about] our culturally responsive programs. We teach classes in the home language of our families...[and] incorporate native songs and activities...allow[ing] families to feel they are part of a larger community.... ”

— Susan Lee, ELC Director of Operations, Refugee Women's Alliance (REWA)



# 83%

of Kaleidoscope Play and Learn parents and caregivers read, looked at books, or told stories more often with the child in their care

# 70%

of respondents reported eating more fruits and vegetables on the Basic Needs Food Resource Brokers' survey

Photo: TONL

## Early Support for Infants and Toddlers (ESIT)

- **\$3.9M** invested in 2022
- **13** community partners

Early Support for Infants and Toddlers promotes equitable outcomes for families with children, from birth to age 3, who have developmental delays or disabilities. Eligible infants, toddlers, and their families, receive individualized, quality developmental services in accordance with the federal Individuals with Disabilities Education Act (IDEA), Part C. ESIT services take place at homes, in child care centers, and in community settings. Services include family resources coordination, education, and speech or motor therapies.

### Partner Recommendations

ESIT partners shared that additional financial commitments for outreach and engagement with BIPOC communities, and additional funding resources to help recruit, hire, and retain staff who reflect the communities served, would help advance equity within ESIT services.

Best Starts is responding to partner feedback by developing strategies to recruit and retain culturally reflective staff and agencies.

[Find the 2022 ESIT and child welfare landscape analysis here.](#)

“Earlier this year, a family who spoke Somali was hesitant about moving forward with ESIT services. A Somali-speaking [provider] was assigned to this family...[and the] family shared...they hadn't planned to move forward with services before...[highlighting] the importance of a cultural and linguistic match for a family.”

— Alexandra Lundy, Director of Programs, Wonderland Child and Family Services



**5,985**  
children served by ESIT

**73%**  
of children progressed in positive social and emotional development

Photo: TONL

# Universal Developmental Screening

- **\$2.2M invested in 2022**
- **13 community partners**

Universal Developmental Screening provides information, training, tools, and connections among providers to ensure all King County children receive culturally appropriate, high-quality developmental screening throughout early childhood. Early childhood practitioners support families in understanding child development and connecting them with a wide range of resources to support their children's growth and well-being. Screenings may take place in healthcare, early learning, and community settings.

## Partner Recommendations

Universal Developmental Screening community partners shared a need to expand opportunities for their staff to attend community events to better foster connections with families and community providers, grow mutual referrals, and encourage parent and caregiver participation in screenings and program feedback.

Best Starts is responding to partner feedback by emphasizing the importance of families as trusted messengers in the 2023 competitive bid process.

“ [The] Developmental Screening Program has been...continuing to support parents and their children to meet their essential needs...[including] learning sessions for their children to gain...communication, social, and emotional skills [and hosting] play sessions once every month for each language group (Maimai, Dari, Arabic, Swahili, French, Amharic)... ”

— Fathia Hammad, Senior Program Coordinator  
Flourishing and Resilient Children, Mother Africa



**662**  
children screened for  
developmental progress

**89%**  
of families who received screening  
and referral services reported a better  
understanding of neurodiversity

Photo: Che Sehyun

## Child Care Health Consultation (CCHC)

- **\$2.6M invested in 2022**
- **5 community partners**

Child Care Health Consultation promotes the health, safety, and development of children and caregivers in child care settings. Multidisciplinary teams provide coaching and training to child care providers, including licensed child care providers and family, friend, and neighbor or informal caregivers. Services include trainings on mental/behavioral health, sensory and self-regulation, brain development, and use of developmental screening tools and resources.

### Partner Recommendations

Child Care Health Consultation partners noted sustained strategy funding, and providing mental health support to address the impacts of the pandemic on children, families, and caregivers, is essential to maintaining their established relationships with communities.

Best Starts is responding to partner feedback by emphasizing mental health in the 2022 competitive bid process.

[Find the CCHC evaluation report here.](#)

“*This year, one staff member completed instructor training to teach American Heart Association CPR and First Aid classes for childcare providers... we were happy to provide this service, free of charge, with funding from Best Starts for Kids. We offered 13 pediatric CPR and First Aid classes and certified 50 childcare providers... [with] so much positive feedback from the community.*”

— Caitlin Young, Child Care Consultation Nurse, Encompass



# 3,239

providers participated in trainings offered by CCHC teams

# 89%

of providers reported increased ability to support growth and development in children

## Systems Building for Infant and Early Childhood Mental Health

- **\$1.2M invested in 2022**
- **1 systems coordinator**

Systems Building for Infant and Early Childhood Mental Health focuses on improving social and emotional outcomes of young children from birth to age 5 through training and reflective practice approaches for providers. Services strengthen the ability of caregivers and providers to support children in forming close relationships with adults and peers, manage and express a full range of emotions, and explore the environment and learn. Services take place in the context of family, community, culture, and traditions, and promote relational health for very young children and their families.

### Partner Recommendations

The Systems Building for Infant and Early Childhood Mental Health partner shared a desire to further individualize training opportunities in multiple languages and approaches and increase outreach effort to better meet the needs of communities.

Best Starts is responding to partner feedback by adding training opportunities and materials in more languages and creating more BIPOC-centered spaces for reflection and learning.

“*Reflective consultation has changed how I work with children and families...[It has] helped me continue to be a community ambassador and advocate for my community, children, and families...[I am] extremely grateful to have this opportunity to become a better professional.*”

— Reflective Consultation participant, anonymous post-program survey



# 537

providers participated in reflective consultation

# 95%

of workshop participants reported confidence in their ability to apply something new they learned from the training to their work

Photo: Che Sehyun

## Workforce Development

- **\$840K** invested in 2022
- **1** systems coordinator, **20** program support partners

Workforce Development provides workshops, peer learning, and other professional development opportunities to build the knowledge and skills of early childhood practitioners in Healthy Child Development, Racial Equity, and Infant and Early Childhood Mental Health. Workforce Development holds **workshops at no cost to prenatal-to-five providers**, invests in developing community-based facilitators, and supports networking and technical assistance opportunities for BIPOC and all participants.

### Partner Recommendations

Workforce Development partners shared that increasing outreach opportunities, further individualizing trainings, and improving the community input process would help provide informed and accessible early childhood professional development support.

Best Starts is responding to partner feedback by surveying workshop facilitators and participants about workshop content and future training ideas.



# 845

providers participated in  
large group trainings

# 92%

of large group training participants  
reported confidence in their ability  
to apply something new they learned  
from the training in their work



## LEARN MORE

**LINK:**

**Best Starts Workshops:**  
<https://beststartsworkshops.org/>

## Innovation Supports

- **\$670K invested in 2022**
- **7 community partners, 5 program support partners**

Innovation Supports leverages the creativity and expertise of community to design, develop, and lead innovative programs and interventions that serve children, from birth to age 5, and their families. Services include trainings, workshops, communities of practice, and individualized program supports with our team of consultants. Services typically take place during the first three years of a program using a structured but flexible community-centered approach as the foundation for supporting design and idea development.

### Partner Recommendations

Innovation Supports partners shared that designing strengths-based programs that celebrate all families, and sustaining funding and training, are essential to drive strategic and community-driven programs.

Best Starts is responding to partner feedback by using a community-centered approach to support and sustain strengths-based programs over the course of their multi-year contracts.

“*The ability of the family time partners to connect with parents and...[address] culturally relevant issues we’re facing as Native parents is a huge success...Cowlitz Tribal Health Services sees [it is] an important service to be able to offer Native families...and will continue to seek funding to be able to do so.*”

— Lourie Meusy, Cowlitz Tribal Health Services



# 97%

of participants in programs receiving Innovation Supports reported an increase in knowledge or skills

Photo: Che Sehyun

## Help Me Grow

- **\$1.9M** invested in 2022
- **11** community partners, **2** program support partners

Help Me Grow King County partners with local community organizations to connect parents and caregivers with young children to what they need, when and how they need it. Rooted in self-determination, strength, and resilience, Help Me Grow centers equity and community-based solutions implementing four core components: coordinated access, family and community partnership, data collection and evaluation, and service provider and professional partnership.

### Partner Recommendations

Help Me Grow community partners hoped for expanded partnerships among community-based organizations, and emphasized cross-collaboration to better meet community needs.

Best Starts is responding to partner feedback by continuing to incorporate cross-partner collaboration into the work of Help Me Grow.

“ We meet families where they are at, utilizing whatever means of communication is easiest....Our regular check-ins, consistency, and proactive communication help families feel supported and open to sharing when additional needs arise. ”

— Jami Bess, Family Support Services Program Director and Stacey Silver, Family Support Services Program Administrator and Family Connector Lead, Open Arms Perinatal Services



1,546  
children served

64%  
of families received a referral and  
established a service connection

Photo: Che Sehyun

## Environmental Supports: Lead and Toxics

- **\$370K invested in 2022**
- **19 community partners**

The Lead and Toxics Program builds on the leadership of communities of color working towards environmental justice. The Lead and Toxics Program engages community partners in increasing blood lead testing, implementing community-based interventions to prevent childhood lead poisoning, identifying current and emerging sources of lead and toxics in King County communities, reducing exposure sources within child care centers, schools, and homes, and improving access to developmental services for children exposed to lead.

### Partner Recommendations

Program partners shared that additional funding to increase staffing, outreach efforts, and ability to host workshops, would help increase family and community awareness on children's safety, health, and well-being.

Best Starts is responding to partner feedback by continuing to gather input from partners through surveys and meetings to develop and prioritize activities for funding.

“ We heard many parents say [education about lead and toxics] was helpful for them because this is a topic they had not heard of before, not even from their children's doctor.”

— Janet Gboluma-Kalonji, Executive Director,  
First Five Years & Beyond



# 326

community members attended  
lead testing events

# 24%

of items tested from families with  
children under six had high lead levels

# Sustain the Gain



Photo: Josh Lewis

## Sustain the Gain

Best Starts for Kids sustains gains from early childhood investments by supporting programs that empower young people; promote their social-emotional growth and success; and provide safe and healthy spaces for young people to connect with peers and supportive adults in and out of school. Community partners build confidence in young people, amplify their voice, and encourage their leadership to foster their sense of belonging.

In 2022, Best Starts did not make any strategy-level investment changes within the Sustain the Gain investment area and does not anticipate any changes in 2023.

### Key Themes

**Incorporating youth voice and leadership is essential.** Involving young people in many aspects of program planning and implementation, including mentoring other young people, strengthens systems and policy change work.

**Strong relationships impact positive youth development.** Relationships between staff and young people and the opportunities to engage in family and community events support positive youth development, including strong peer relationships, resilience, and self-identity.

Additional Best Starts data are available for all strategies and programs that provided services on the [Best Starts for Kids Data Dashboard](#).\*

\*Not all strategies have performance measure data for a full 12 months, depending on procurement cycles.



By sustaining early gains, Best Starts for Kids helps young people receive the education and skills they need to fulfill their dreams and succeed. In 2022, Best Starts:

- Reached nearly 71,000 young people and youth-serving adults, supporting positive youth development and strong peer relationships
- Completed 12 competitive processes to distribute funding

## Sustain the Gain Community Impact Story



Sharing power with young people helps build systems that meet young people where they are with what they need

In the first year of the second Best Starts levy, the Youth Healing Project (YHP), which sits in the Liberation and Healing strategy in the Community Well-Being Initiative, funded 14 projects led by young people who brought their creativity, experience, and insights to connect with peers and to create mental health supports.

YHP was started by Community Center for Education Results (CCER), citiesRISE, and Reconnect to Opportunity in 2021 to meet community organizations' and young people's need for peer-driven and innovative mental health supports. In 2022, Best Starts continued the project, through partnership and insights from organizations that initiated the work. Community partners now include: CCER, citiesRISE, Reconnect to Opportunity, and Public Health — Seattle & King County's Cannabis, Tobacco, and Vaping Prevention Program.

Hever Bustos, Daniel Calix, and Osvaldo Serrano founded the project SanArte, in honor of their friend who passed away and had sought healing through creating graffiti art.

The three friends shared the experience of being Spanish speakers, immigrating to the U.S., and finding healing through creative expression.

“When I was little people will beat me up and they would bully me because of the color of my skin. I used to be ashamed. And now I'm able to say no, I'm not ashamed. The color of my skin represents the fight of my ancestors: their fight to end slavery,” said Hever with support from a Spanish interpreter. “Using my music, I'm able to express that.”

Through SanArte, Hever, Daniel, and Osvaldo built community by creating art and making music with other young people in Spanish-language workshops that include English interpretation. Hever said, “I don't want to just heal myself. I also want the people around me to be able to heal with me collectively. And I think that's what community is about.”

*To honor the original language in which Hever Bustos, Daniel Calix, and Osvaldo Serrano shared this story, this story is available in Spanish on the next page.*



Photo: SanArte

Durante el primer año del gravamen de Best Starts, el proyecto para jóvenes Youth Healing Project (YHP por sus siglas en inglés), el cual forma parte de la estrategia de “Liberación y Sanación” de la Iniciativa para el Bienestar Comunitario, financió 14 proyectos dirigidos para jóvenes quienes aportaron su creatividad, experiencia e ideas con el fin de conectarse con sus compañeros y crear apoyos de salud mental.

En el 2021 el Centro Comunitario para Resultados Educativos (CCER por sus siglas en inglés), citiesRISE, y Reconnect to Opportunity iniciaron YHP con el propósito de satisfacer las necesidades de las organizaciones comunitarias y de los jóvenes para recibir apoyos de salud mental innovadores y derivados de los compañeros. En el 2022, Best Starts continuó con el proyecto, a través de la colaboración e ideas de parte de las organizaciones que iniciaron el trabajo. Actualmente los colaboradores comunitarios incluyen: CCER, citiesRISE, Reconnect to Opportunity y el Programa para la Prevención de Cannabis, Tabaco y Cigarrillos Electrónicos (vaping) de Salud Pública de Seattle & el Condado de King.

Hever Bustos, Daniel Calix y Osvaldo Serrano fundaron el proyecto SanArte, en honor a su amigo que falleció y que una vez buscó curarse a través del arte grafiti. Los tres amigos compartieron la experiencia de ser hispanoparlantes, de haber emigrado a los EE. UU. y de haber encontrado sanación a través de la expresión creativa.

“Cuando yo era pequeño, la gente me golpeaba y me acosaba por el color de mi piel. Solía sentir vergüenza. Y ahora tengo la capacidad de decir “no” y no me siento avergonzado. El color de mi piel representa la lucha de mis ancestros: la lucha por terminar con la esclavitud,” dijo Hever con el apoyo de un intérprete de español. “Puedo expresar eso a través de mi música.”

A través de SanArte, Hever, Daniel y Osvaldo fomentaron comunidad al crear arte y música con otros jóvenes en talleres de habla hispana que incluyen interpretación al inglés. Hever dijo, “Yo no solamente quiero curarme a mí mismo. También quiero sanar colectivamente con las personas a mi alrededor. Y pienso que de eso se trata el estar en comunidad.”

## Historia de Impacto Comunitario de Sustain the Gain (Sosteniendo el Beneficio)



Compartir el poder con los jóvenes ayuda a construir sistemas que satisfagan lo necesitan en ese momento



Photo: SanArte

## Expanded Learning

- **\$6.7M** invested in 2022
- **61** community partners

Expanded Learning provides high-quality programming for young people ages 5 to 13 through a range of activities including academic enrichment, cultural and social development activities, physical activity and health promotion, arts education, and leadership development. Expanded Learning provides support using the two funding models from the first levy: Place-based partnerships in schools and housing complexes, and BIPOC-led organizations.

### Partner Recommendations

Expanded Learning community partners expressed a need for clarity and capacity building supports during onboarding, including contracting, obtaining insurance requirements, and training on budgeting and program design.

Best Starts is responding to partner feedback by developing a contracting handbook, frequently-asked-questions document, and targeted technical assistance opportunities to ensure Expanded Learning grantees feel well supported.

“...the Youth Program Quality Initiative (YPQI) which provided [all grantees] with supports such as one-on-one coaching, training, program quality assessments, and peer learning community meetings...the support [was] invaluable in brainstorming ideas and providing resources...help[ing] increase focus on youth's needs and interests.”

— Lisle Bertsche Kehr, King County Grants Manager, School's Out Washington



**1,461**  
young people served by  
first-levy programs

**100%**  
of first-levy partners collecting  
youth-level outcomes reported  
making gains or meeting goals

## Youth Development

- **\$3.4M invested in 2022**
- **53 community partners**

Youth Development partners with community-based organizations to invest in programs that support mentoring, leadership, positive identity development, and opportunities to learn how to develop healthy and safe relationships. Partner programs focus on engaging historically and presently marginalized children and young people ages 18 to 24, including young people navigating the child welfare system, LGBTQIA+, and unsheltered young people. Services take place in community locations where young people are present.

### Partner Recommendations

Youth Development community partners shared a desire to promote cross-collaboration within their quarterly learning circles, along with creating optional, smaller cohorts of partner organizations to better align with regional and cultural community needs.

Best Starts is responding to partner feedback by launching an online platform to facilitate cross learning, resource and community event sharing, and collaboration across partners.

“*New Horizons has...seen marked improvements in concentrated case consultations, cross department collaboration, and expediency with which [young people] are supported...*”

— Rob Stewart, Executive Director,  
New Horizons Ministries



**3,566**  
young people enrolled

**74%**  
of young people in programming  
felt hopeful and optimistic  
about the future

Photo: Che Sehyun

# School-Based Screening and Brief Intervention and for Referral to Treatment/Services (SB:SBIRT)

- **\$1.7M** invested in 2022
- **14** community partners

The School-Based Screening and Brief Intervention and for Referral to Treatment/Services model is designed to prevent youth suicide and build resources to support young people. Specifically, SB:SBIRT provides a structured approach to promoting social and emotional health and preventing substance use for middle and high school students. Young people are invited to complete an interactive, youth-friendly survey developed by Seattle Children's Hospital asking about goals, connection, and well-being. Then students have the opportunity to be connected to individualized resources, meeting with school staff who have been trained in the model. SB:SBIRT universally supports students by helping them build stronger connections with adults so they feel safe asking for help.

## Partner Recommendations

SB:SBIRT partners noted a need for more clarity with program processes and increased language accessibility with tools and cultural resources for students.

Best Starts is responding to partner feedback by increasing funding towards language accessibility for the SB:SBIRT screening tool and translating the tool into multiple languages in 2023.

“*This semester has proven to be a huge success thus far regarding making genuine connections with the students who are being screened and served through the SBIRT program.*”

— Bryan Lloyd, School Counselor, Tahoma School District



# 10,131

middle and high school students  
screened through SB:SBIRT

# 80%

of high school students referred  
connected with services

## School-Based Health Centers

- **\$2.3M** invested in 2022
- **9** community partners

School-Based Health Centers meet students where they are by offering comprehensive primary medical, behavioral health, and in some cases, dental services from clinics located within schools across King County. Services increase students' access to high-quality, equitable, culturally relevant health care services that support their overall well-being and educational success, including school performance, grade promotion, and high school completion.

### Partner Recommendations

School-Based Health Center partners recommend promoting more district-wide communications, and increasing access to health centers throughout districts, to raise young people's awareness of service availability.

Best Starts is responding to partner feedback by supporting partners in expanding outreach activities in their 2022–23 work plan and goals.

“*The program continued work on two new SBHC service pilots for autism evaluation and supports and gender-affirming care treatment. Both will begin expanded services this [year], offering greater access to essential supports and resources for our students and families.*”

— Nick Canavas, Program Manager, Neighborcare



**5,184**  
student school-based health center  
visits for medical and mental  
health services

**100%**  
of students who screened positive  
for substance use received a brief  
intervention and/or referral by  
school-based health centers

## Liberation and Healing

- **\$3.9M** invested in 2022
- **60** community partners

Formerly known as Trauma Informed and Restorative Practice, Liberation and Healing examines systems of oppression through an anti-racist analysis while partnering with communities most impacted by such systems to co-create a more humane system that supports young people's healing, as well as their overall social and emotional well-being.

### Partner Recommendations

Liberation and Healing community partners suggested further focusing efforts with scholars and their families to strengthen community relationships, including giving their organizations greater autonomy and agency in their approach to promote healing.

Best Starts is responding to partner feedback by allowing parents the autonomy to opt-in or -out of enrolling students into programming, like the Liberated Village, a program of Liberation and Healing taking a collective approach to educating young people to experience liberation and healing from systemic racism by living in their true cultural identity, brilliance, and purpose.

“*Students that attend newcomer club are from different countries and they all share different cultures... A lot of students [made] really good friends attending [our program] and now stick together even outside of newcomer club.*”

— Cielo Martinez and Gustavo Morales, who co-created the Newcomers Club Youth Healing Project through the Community Well-being Initiative



# 4,068

young people, scholars, and caregivers served by the Liberation and Healing strategy

# 66%

of students/scholars reported a strong cultural identity after participating in Liberation and Healing from Systemic Racism

Photo: TONL

## Positive Family Connections

- **\$1.2M** invested in 2022
- **26** community partners

Positive Family Connections helps to strengthen and build positive relationships between children and young people ages 5 to 24 and their caregivers. Programs strengthen connections among family members, intergenerational and cultural heritage bonds, restorative practices, and the personal development of young people and their caregivers.

### Partner Recommendations

Positive Family Connections community partners noted a desire to create a family network to support parents, caregivers, and young people and provide more time for organizations to cross collaborate. Partners said this would better ensure services provided meet families' current needs.

Best Starts is responding to partner feedback by launching the Positive Family Connection Family Network in 2023, to empower, educate, and support families in King County.

“*Students are growing comfortable in having courageous conversations... their growth and self-control are improving... Students completed a power analysis on the Civil Rights Movement. This showcased that students not only understood methods of liberation but they were able to see how they were applied throughout history.*”

— Marissa McDowell, Trailblazers Program Director, BRAVE — Building Resilience Awareness & Variations of Excellence



**2,458**  
young people and caregivers served

**90%**  
of young people and caregivers increased their knowledge or skills in strengthening family relationships

## Healthy and Safe Environments

- **\$880K** invested in 2022
- **22** community partners

Healthy and Safe Environments helps partners and organizations support young people as they transform systems, environments, and policies to decrease and prevent continued inequity in their communities. Through the Moving in Solidarity (MIS) Coalition, created in response to partner recommendations, this strategy brings young people together to address racism and other systematic oppressions impacting them. Projects include increasing access to healthy and affordable foods, engaging community in physical activity, reducing exposure to unhealthy products and dangerous substances, and creating safe, healthy environments.

### Partner Recommendations

Healthy and Safe Environments community partners shared a desire to increase their capacity through hiring, promote cross-collaboration, and hold safe spaces for young people to gather and reflect.

Best Starts is responding to partner feedback by creating the MIS Coalition. The Coalition supports hiring, retention, and coordination among staff and young people in their care.

“*The benefits of this access [to the Living Well Kent Greenhouse] are evident in the resulting strengthening of neighborhood love and trust we have seen among families able to connect to their culture, decreasing environmental risks, and lessening the travel time to get culturally appropriate food.*”

— Yusuf Ali-Halane, Youth Program Coordinator, Living Well Kent



# 29,738

people impacted by transforming systems, environments, and policies to decrease and prevent continued inequities in their communities

## Stopping the School-to-Prison Pipeline

- **\$3.7M** invested in 2022
- **23** community partners

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 criminal legal system. Programs build relationships, provide guidance, and connect young people to opportunities that advance economic and educational success for young people and their families.

### Partner Recommendations

Stopping the School-to-Prison Pipeline community partners shared that expanding community partnerships and planning for and providing support with navigating transportation barriers, would better ensure young people get the support they need.

Best Starts is responding to partner feedback by prioritizing organizations that collaborate with other organizations to expand school district reach.

“Some of our participants have noted the relationship of their personal environmental changes to their inner world development... [and that] being part of the Tyree Scott Freedom School helped [them] understand how racism is systemic and institutionalized.”

— Marjon Way-Bonkaana, Co-Founder, Black Star Line



1,132  
young people enrolled

44%  
of young people gained employment  
or entered post-secondary  
education after receiving career  
development services

Photo: TONL

## Transitions to Adulthood

- **\$4.1M** invested in 2022
- **25** community partners

Transitions to Adulthood supports young people ages 16 to 24 who face institutional racism and barriers in meeting their education and employment goals. Services support young people as they navigate and enroll in education and employment services to build from their strengths and current needs. Services include support with high school completion, enrollment into postsecondary education and pre-apprenticeship training, behavioral health services, career exploration, internships, and employment services.

### Partner Recommendations

Transitions to Adulthood partners shared a need for additional and more stable funding for high-quality programming, hiring, and competitive compensation for clinical staff.

Best Starts is responding to partner feedback by providing programmatic trainings on motivational interviewing, mental health first aid, and accessing housing and homelessness services to staff working directly with young people.

**“** *We strive for connecting students not only to jobs, but ones that are meaningful... We help students uncover and identify their passions [and find] paid employment that encourage their pursuit of full lives in the community.”*

— Bonnie Shultz, Associate Director and  
Chris Christian, CEO, Vadis



**94%**  
of young people in education  
supports persisted or advanced  
in education

Photo: Josh Lewis

## Child and Adolescent Immunizations

- **\$220K invested in 2022**
- **1 community partner**

Child and Adolescent Immunizations collaborates with the Washington Child Health Improvement Partnership (WA-CHIP) to improve child and adolescent access to vaccines. WA-CHIP's efforts include identifying and addressing impacts of systemic barriers to vaccine delivery, bringing together pediatric healthcare providers to improve the quality of delivery of immunization services and access to care, building and exchanging knowledge, and facilitating collaborations.

### Partner Recommendations

Child and Adolescent Immunizations community partners noted a desire for improved communication of vaccine information to strengthen the delivery of quality immunization services.

Best Starts is responding to partner feedback by meeting with clinics to tailor communication with patients and offer flexible support.

“*Our WA-CHIP learning collaborative team worked creatively to keep this [and all] clinic[s] engaged...provid[ing] additional coaching and technical assistance meetings to the clinic who considered withdrawing... and helping them re-calibrate the program to fit their team's capacity and patient demands.*”

— Sarah Rafton, Executive Director, Washington Chapter American Academy of Pediatrics



# 26%

of participating clinics increased visits where eligible patients received recommended immunizations

Photo: TONL

# Homelessness Prevention



Photo: TONL

# Homelessness Prevention

- **\$3.9M invested in 2022**
- **18 community partners**

Best Starts for Kids Youth and Family Homelessness Prevention Initiative prevents young people and families with children from becoming homeless by building trusting relationships with households to develop skills leading to long-term housing stability. Diverse community partners use progressive engagement through case management and flexible financial assistance where necessary to reduce imminent risk of housing loss. By stepping in quickly to help children, young people, and families maintain permanent housing, the program helps more families keep their housing and helps more communities stay intact.

## Key Themes

**It's important to build trusting and culturally responsive relationships.** Diverse partners empower young people and families to access services from providers that reflect and understand their culture and identity. These relationships have lasting impacts and support their success.

**Homelessness prevention services meet an essential need in the community.** Partners work with many families, intervening quickly to prevent homelessness and collaborating with households to foster long term stability. Stories from families reinforce the program's meaningful impact of preventing homelessness.

Additional Best Starts data are available for all strategies and programs that provided services on the [Best Starts for Kids Data Dashboard](#).\*

\*Not all strategies have performance measure data for a full 12 months, depending on procurement cycles.



**By investing in Youth and Family Homelessness Prevention, Best Starts for Kids supports children, young people, and families to have a safe place to live. In 2022, Best Starts:**

- Supported 3,386 young people and family members in addressing housing challenges
- Completed one competitive process to distribute funding
- 95% of families have stayed housed since exiting the program

Photo: TONL

# Homelessness Prevention Community Impact Story



When babies and kids can depend on stable housing without disruption, it can have long-term, even positive impacts on their well-being

The best way to end homelessness is to prevent it. Best Starts Youth Family Homelessness Prevention Initiative (YFHPI) works to ensure that families with unstable housing in King County have the supports and resources they need to become stable and maintain long-term housing. YFHPI launched solely as a case management program and continues to have a strong case management focus. After an independent evaluation, a separate component of one-time rental assistance without case management was added for households that simply hit a bump in the road and would benefit from a one-time support.

Rother Rashid, a program manager with Partner in Employment (PIE), offers this rent support to new immigrants and refugees in King County. She shared that the new YFHPI rent assistance program addressed an unmet need, particularly for multilingual families.

“Most of my community, they have a language barrier. When they call 211 [a state resource line] it takes a while to get rent assistance because of the language barrier.” Rother said. “When they come to us for rent assistance, we do the pre-screening and we help them with the rent assistance application. This is very effective for people who speak English as a second language.”

Rother also shared that this quick and responsive assistance has helped families get over a bump in the road, such as a child getting sick or a car breaking down.

“Getting rental assistance from this program helped alleviate tremendous stress and financial burden off my shoulders. I will be forever grateful for the help I received because I was on the verge of losing my housing.”

— Nasro, community member who received YFHPI rent assistance



Photo: Adobe Stock

In 2022, Best Starts made changes to the Youth and Family Homelessness Prevention Initiative. Through a randomized control trial study through the Abdul Latif Jameel Poverty Action Lab and Notre Dame, Best Starts learned that some families are better supported through rent assistance alone. Best Starts added a rent assistance component to the YFHPI that supports households who are experiencing a short-term crisis resulting in past-due rent but have otherwise been stably housed. With the added rental assistance component, YFHPI partners settle debt for households facing short-term crises to alleviate the threat of eviction. Best Starts anticipates continuing this new form of rental assistance in 2023.

“Community members experiencing crisis can struggle with feelings of embarrassment and shame; this perception of personal hardship can prevent them from seeking assistance from organizations outside of their community and seeking assistance in general. This is why it is important to have culturally specific community organizations that are equipped with the personal knowledge, lived experiences, and expertise to provide services to the Indian American community.”

— Lalita Uppalla, Executive Director,  
Indian American Community Services

## Partner Recommendations

Community partners for the YFHPI shared that they would like to expand access through more outreach and relationship building with communities, increase program staffing to meet demand, and update the eligibility criteria for support.

Best Starts is responding to partner feedback by holding weekly case conferencing with agency staff and supervisors to support stronger relational work between organizations, the County, and clients.



1,181  
households enrolled in the program

Photo: TONL

# Communities of Opportunity



## Communities of Opportunity

**Communities of Opportunity (COO)** supports community-led efforts in King County to build safe, healthy, and thriving environments for people furthest from health, housing, and economic justice. As a network of residents, decision-makers, and funders, COO approaches social change through partnerships that shift policies, systems, and relationships toward a just and equitable future. COO investments center communities' strength by supporting partnerships, organizations, and models that innovatively address community needs, advance equitable policies and practices, and strengthen the infrastructure and environments that help children, young people, and families be healthy and thrive.

In 2022, Best Starts did not make any strategy-level investment changes within the Communities of Opportunity investment area and does not anticipate any changes in 2023.

### Key Themes

**COO has supported a motivated and organized community base to create equitable changes.**

Building community capacity has resulted in additional community leaders feeling empowered to engage in activities to improve systems, policies, and conditions for their communities.

**Relationships and connections help to sustain and expand community work.** COO resources and connections supported partners to further their equity goals, acquire additional funding, and develop new partnerships.

Additional Best Starts data are available for all strategies and programs that provided services on the [Best Starts for Kids Data Dashboard](#).\*

\*Not all strategies have performance measure data for a full 12 months, depending on procurement cycles.

Photo: Che Sehyun



**By investing in community partnerships and power, Communities of Opportunity (COO) fosters community so that community members can express issues that affect them and lead in forming solutions for community success. In 2022, Best Starts' COO:**

- Reached over 47,000 community members, connecting with organizations to promote equity
- Completed two competitive processes to distribute funding

# Communities of Opportunity Community Impact Story



Advancing economic well-being by supporting BIPOC-owned small businesses



View the video: [NDC Commercial Affordability Pilot Project](#)



Photo: Faisal Mohamed, SeaTac International Mall

Advancing economic justice in communities creates a region where children, young people, and families are safe and thrive. Communities of Opportunity's (COO) Commercial Affordability Pilot Project, which concluded in 2022, worked to address the ongoing exclusion of BIPOC individuals from equitable participation in the region's economic life and the disparate impacts of King County's unprecedented economic growth and rapid gentrification of neighborhoods in which BIPOC businesses have long served and been integral.

The Pilot Project focused on the financial and environmental barriers facing BIPOC-owned small businesses by building on existing projects within COO partner communities, promoting commercial affordability, identifying new tools to increase small business capital access, and finding ways to address technical assistance and other challenges.

The Commercial Affordability Pilot team, led by the National Development Council and its partners, Craft3, BDS Planning & Urban Design, and Moving Beyond, worked with a group of community advisors to support business owners who were at-risk of displacement from their neighborhoods through a real estate development program, a small business loan guarantee program, and technical assistance to owners. The Pilot Project leveraged over \$3 million from COO's investment of \$925,000 to support 44 businesses/organizations in securing long-term, stable locations and creating at least 109 new jobs while preserving 20 additional jobs.

The Commercial Affordability Pilot team published a [final report and set of recommendations](#) to continue furthering policies, resources, and programming to ensure all communities can thrive equitably in King County.

“One of the main [motivations] to do this project [was] really for our community...to have a place where [they] can come hear their language being spoken, see people that look like them, dress like them, and have the space be a community hub.”

— Faisal Mohamed, SeaTac International Mall

## Place-Based and Cultural Community Partnerships

- **\$2.2M** invested in 2022
- **78** community partners

Through the Place-Based and Cultural Community Partnerships strategy, COO works with community partnerships in neighborhoods and cultural communities to advance better health, safe and affordable housing, economic opportunity, and stronger community connections for residents.

In 2022, Place-Based and Cultural Community Partners held over 2,793 events focused on community building, leadership development, education and knowledge building, and strategy/ planning, reaching over 32,897 community members.

### Partner Recommendations

Place-Based and Cultural Community Partners shared that having a better understanding of COO frameworks prior to developing workplans and evaluation plans would provide greater clarity on identifying measures of success.

Best Starts is responding to partner feedback by focusing on clear frameworks during the competitive bid process and ongoing work with partners.

“*At the beginning of our partnership with COO, the funding we received was transformational for our organization...This was especially [true] in figuring out the best impact the program could have within the community...and has over time helped us to morph the program to best serve our community.*”

— White Center Food Bank



# 495

leaders developed by attending leadership programs and trainings and by having opportunities to lead community initiatives

# 220

people hired into jobs as a result of COO activities

Photo: Replanting Roots, Rebuilding Community Partnership

## Systems and Policy Change

- **\$2.8M** invested in 2022
- **95** community partners

Systems and Policy Change investment strategy supports community-engaged or community-led efforts to transform systems and policies. The Systems and Policy Change strategy increases the readiness and ability of groups to inform, improve, and guide implementation of systems and policies, supports community-led efforts towards systems and policies, and increases connection, relationship, and partnerships. Systems and policy change investments help communities move their ideas into actions through the promotion of equitable policies and practices that result in strong, inclusive communities. These awards are administered by the Seattle Foundation.

### Partner Recommendations

Systems and Policy Change community partners noted that enhancing funding opportunities and resources, extending timelines to develop healthy internal organizational and partnership processes for systemic change, and creating spaces for self-care and community care would improve and sustain work efforts.

Best Starts is responding to partner feedback by creating spaces for organizational capacity building, relationship building, and healing.

“*At Para Los Niños we have a very strong group of parent leaders involved who understand how important advocacy is for their families, children, and community. It has been very impactful to see them become so powerful and confident at speaking and telling their stories.*”

— Virginia Herrera-Paramo, Executive Director, Para Los Niños



# 4

policies at the state and city level changed

# 92

new partnerships were developed in progress toward policy and systems change

## Learning Community

- **\$800K** invested in 2022
- **10** community partners

The Learning Community provides learning and capacity building resources and opportunities for groups and organizations across King County to learn from and with each other, develop tools, test models, build skills, and strengthen relationships and networks. The Learning Community's capacity building activities have been informed by and developed with community partners.

“COO has been contributing significantly to building our internal organizational capacity. Funding has allowed us to meet our staffing needs, continue our learning and capacity building, and strategically plan for future growth and development... It has given us more opportunities to connect and collaborate with our existing partners as well as build new partnerships.”

— Sili Savusa, Executive Director, White Center Community Development Association

## Partner Recommendations

In 2022, Learning Community partners suggested continuing to offer activities and supports for conflict resolution, fiscal management, and leadership coaching.

Best Starts is responding to partner feedback by developing plans to implement new funding cycles that include ongoing capacity building in the identified areas.



42

leaders developed through COO

910

people participated in COO capacity building events



**COO Community Collaboration toolkit**



**COO Fiscal Sponsorship toolkit**



**COO Human Resources and Equity toolkit**



**COO Alternative Leadership toolkit**

# Capital Projects



Photo: Josh Lewis

## Capital Projects

Best Starts for Kids' Capital Projects provide 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. The program focuses on equitable community-driven development to ensure projects are aligned with and serve communities' needs. Eligible projects include recreational facilities, community centers, early learning centers, child care facilities, and housing for children, young people, and families. Consistent with recommendations from the King County Children and Youth Advisory Board (CYAB), funding will be prioritized for sites that are multi-use, intergenerational, or include covered outdoor spaces.

In 2022, Best Starts hired a capital program manager and sought letters of interest from community agencies to inform its 2023 request for proposals process. Capital investments are expected to be geographically dispersed and will support youth programming serving communities that historically have had limited or no access to facilities for such services. As of 2022, Best Starts has not yet funded community partners in this investment area. Shaped by 2022 community engagement, Best Starts is releasing a request for proposals in 2023 and will fund health and safety repairs and renovations to existing facilities. Any remaining balance will be added to a second 2023 request for proposals and will fund the new construction and renovation of community or recreation centers.



**By investing in capital projects, Best Starts for Kids will support communities so that:**

- Children, young people, and families can access high-quality and culturally responsive programming
- Development is equitable, community-driven and aligned with communities' needs
- Children, young people, families, and communities have safe spaces to grow, connect, and thrive

Photo: Josh Lewis

# Technical Assistance and Capacity Building



## Technical Assistance and Capacity Building

- **\$1.2M invested in 2022**
- **16 technical assistance and capacity building providers**

Best Starts recognizes that many organizations, and the communities they serve, have historically and presently experienced barriers to funding opportunities from government agencies such as King County. To address this, Best Starts provides free technical assistance to remove linguistic, cultural, and procedural obstacles that might prevent qualified organizations from seeking Best Starts funding. This technical assistance helps organizations become more competitive through the funding process, and capacity building helps Best Starts partners develop stronger infrastructure, increasing their ability to use funding effectively and to secure additional funding from private, state, and federal sources.

### Key Themes

**Partners develop new skills and continue to use them over the years.** Partners who worked with technical assistance and capacity building providers in the past continue to benefit from the skills they learned.

**Partners value the relationship-based approach and supports.** Positive personal relationships and culturally relevant capacity building supports give partners confidence and a sense of shared value in the work they do. Technical assistance supports help partners navigate and overcome language barriers and administrative hurdles, allowing the funding process to be more accessible.

In 2022, Best Starts did not make any investment changes within the Technical Assistance and Capacity Building investment area and does not anticipate any changes in 2023.



**By investing in Technical Assistance and Capacity Building, Best Starts for Kids supports community organizations' access to tools and resources to learn and grow. In 2022, Best Starts:**

- Connected more than 250 community organizations to technical assistance or capacity building, providing more than 7,000 hours of support
- Completed one competitive process to distribute funding

Photo: Adobe Stock

# Technical Assistance and Capacity Building Community Impact Story



Transforming communities and helping organizations achieve their dreams

When community organizations have access to tools, resources, and knowledge, they can strengthen their operations, and ultimately, help their communities flourish and grow. Best Starts matches partner organizations with local consultants who offer individualized, responsive coaching and training in fiscal management, human resources, IT, evaluation, and more, to realize their goals.

New Best Starts partner Pro Se Potential, led by De'Vonte' Parson, tapped into this unique resource. De'Vonte' Parson grew up in the projects and participated in gang life from age 12. After being in and out of prison throughout his adolescent years, he committed to educating himself and encouraging others to better themselves. After release, he published a book titled *Pro Se: The Art of Becoming More* and founded Pro Se Potential.

Pro Se Potential mentors young BIPOC people, helping them navigate resources and supporting their emotional and mental well-being. Best Starts' Technical Assistance and Capacity Building strategy connected De'Vonte' with consultants to transform his vision into a strategic plan and practical application. Founder of RHL Consulting, Roxanne Hood Lyons supported De'Vonte' and said, “Pro Se Potential is the only organization I know whose single value is LOVE — and they live it! De'Vonte's and Kechi's stories are their youths' stories. Perhaps this is why they are fiercely passionate about realizing Pro Se's core purpose: awaken[ing] new leaders in the world.”

Securing Best Starts funding, De'Vonte' also accessed financial management, marketing, organizational strategy, human resources, data and evaluation, and additional supports.

“An evolved individual who came from the trenches,” De'Vonte' hopes to one day build a Pro Se Potential Empowerment Center that provides networking opportunities, fitness and health supports, and ultimately, be the standard for how to effectively support young people to live a life filled with potential and opportunity.

“Those closest to the problem are the closest to the solution.”

— De'Vonte' Parson, Founder and Executive Director, Pro Se Potential



Photo: Pro Se Potential

## Technical Assistance

Best Starts Technical Assistance offers all applicants culturally responsive assistance with proposal development and responses to request for proposal (RFP) opportunities. Best Starts recruits and contracts with providers who bring a wide range of skills, expertise, and language abilities. Providers support applicants in determining whether programs are an appropriate fit for Best Starts RFPs, navigating the proposal process, reviewing drafts, refining budgets, and authentically sharing their stories of success and impact.

## Partner Recommendations

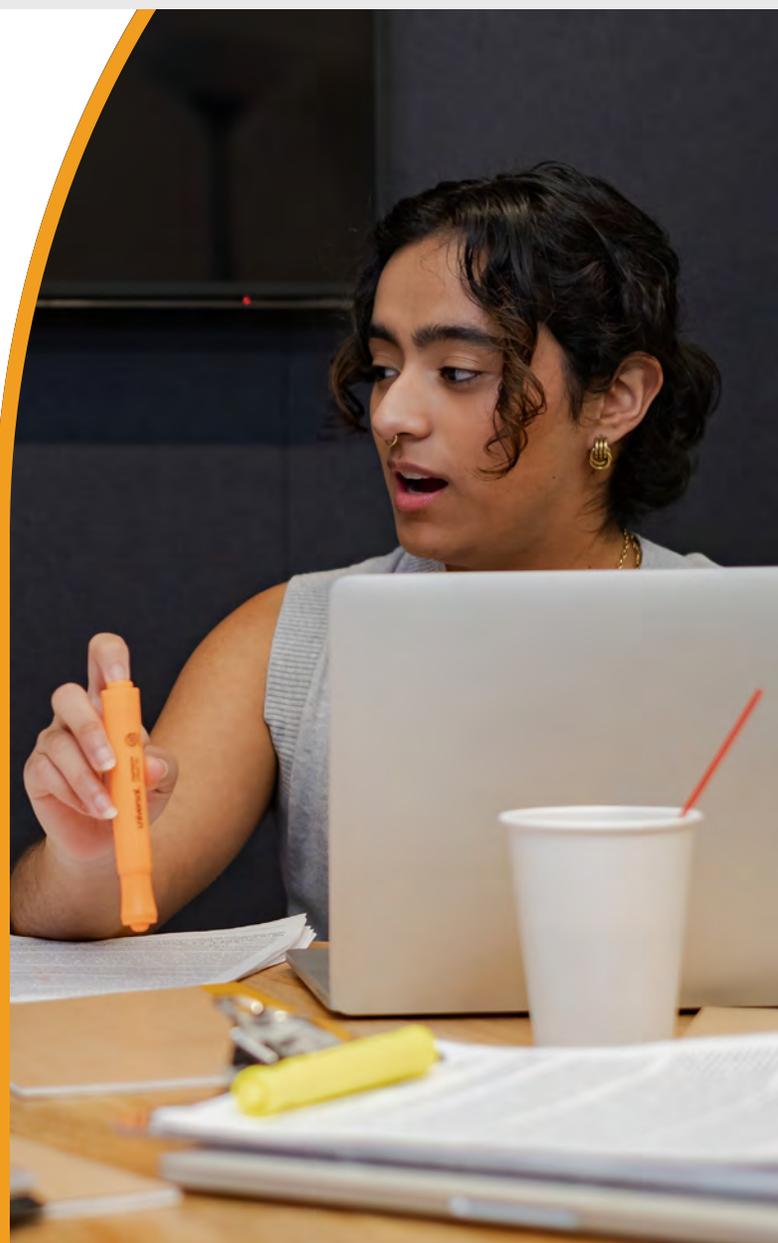
Technical Assistance providers shared that more clarity in communication about funding opportunities would allow them to better support organizations through their application process. Additionally, applicants shared a desire for technical assistance providers to be consistent and responsive during critical grant applicant periods.

Best Starts is responding to partner feedback by sharing providers' suggestions with Best Starts teams to make applications easier to understand.

Additional Best Starts data are available for all strategies and programs that provided services on the [Best Starts for Kids Data Dashboard](#).\*

\*Not all strategies have performance measure data for a full 12 months, depending on procurement cycles.

Photo: Gender Spectrum Collection



193  
partners received technical assistance

85%  
of recipients felt their technical  
assistance provider helped them  
create a high quality proposal

## Capacity Building

Capacity Building services are available to Best Starts partners to develop information, tools, resources to strengthen their infrastructure, address gaps, and build capacity. Best Starts matches organizations with capacity building consultants to offer individualized, responsive coaching and training to support organizations' capabilities. Areas of support include financial management, human resources, data and evaluation, IT, marketing, board governance, equity and social justice, legal services, and organizational development.

### Partner Recommendations

Capacity Building community partners shared a need for cross-collaboration among grantees and support in integrating and/or prioritizing different capacity building supports. Additionally, partners hoped for more trainings and informational introductions between partners and capacity builders to strengthen community relationships.

Best Starts is responding to partner feedback by offering a wide variety of capacity building trainings where Best Starts partners can share knowledge across strategies.

“...the Best Starts Capacity Building program...is a level of support I've never experienced in my 25-plus years working with nonprofit funders. ...[It] strikes me as a breakthrough in terms of how social service funding supports organizations on the ground.”

— Jeni Johnson, Executive Director,  
Vashon Youth & Family Services



72

partners received capacity building support

84%

of capacity building recipients' staff, board, or volunteers were able to be more effective in their work after receiving capacity building

Photo: Adobe Stock

# Data and Evaluation

- **\$847K** invested in 2022
- **21** community partners
- **4** completed funding processes

Data and Evaluation combines the expertise of an internal team of evaluators with knowledge from community partners and support from external evaluators. Together we enable providers, communities, and policymakers to engage in continuous learning and storytelling. Data and Evaluation also provides data collection and reporting assistance for providers to increase organizational capacity to collect data, conduct equitable evaluation, and make data-informed decisions.

## How Does Best Starts Use Program Data?

Best Starts for Kids uses the [Results-Based Accountability](#) framework to measure Best Starts' work. Results-Based Accountability encourages accountability through tracking population indicators and performance measures specific to each program.

### Population Indicators

Best Starts uses population indicators to identify community needs, understand baseline conditions, and track our progress. Best Starts strategies intend to contribute to long-term, county-wide positive changes, understanding that systemic factors within and beyond King County influence outcomes. The latest available data for all Best Starts population indicators are on the Best Starts for Kids Indicators [webpage](#).

### Performance Measures

Best Starts uses three types of performance measures to monitor the progress of Best Starts strategies and identify what is working and what may need adapting for strategies to succeed. The three types of performance measures aim to understand the quantity, quality, and impact of programming. Best Starts works together with all funded partners to identify performance measures and use data for continuous improvement. The latest available data for all Best Starts performance measures are available on the [Best Starts for Kids Data Dashboard](#).

# Best Starts for Kids 2022 In-Depth Evaluation Reports

Best Starts uses in-depth evaluation to answer more complex or longer-term evaluation questions that cannot be answered through performance measures and regular reporting.

Best Starts published the results of in-depth evaluations completed by third-party, independent evaluators and community partners in 2022 on our [Best Starts for Kids Reports webpage](#).

## **FIRST LEVY EVALUATION — DECEMBER 2022**

Examined successes, challenges, and implementation learnings from the Best Starts first levy period from 2016–2021 to inform the second levy and found that:

- The first Best Starts levy laid the foundation for community-driven systems change
- Best Starts demonstrated that centering equity is both a process and an outcome
- King County children, young people, and community-based organizations have benefited from Best Starts programming
- The context in which Best Starts has unfolded is important to understand

## **KING COUNTY COMMUNITIES SPEAK THEIR TRUTH ABOUT RACISM — APRIL — DECEMBER 2022**

Shared findings in multiple languages from conversations with 11 communities about Best Starts for Kids Health Survey data and their experiences with racism, describing how families face racism to varying degrees in every facet of life and under-reporting of racism.

## **PRENATAL TO FIVE CULTURALLY RELEVANT MEASUREMENT TOOL — DECEMBER 2022**

Detailed the development of the Culturally Responsive Measurement Tool: Protective Factors (CRMT:PF), a new measurement tool adapted from the Protective Factors Survey (version 2), to support evaluation across family-serving programs, adding a new protective factor for “Caregiver-Practitioner Relationships.” A community validation study showed that culturally-responsive implementation practices are essential for high-quality data collection. The CRMT:PF and supporting materials are available in English at no cost, with Simplified Chinese, Somali, Spanish, and Vietnamese versions in the pilot phase.

### **YOUTH DEVELOPMENT MEASUREMENT TOOL — OCTOBER 2022**

Provided an implementation guide on the Youth Development Measurement Tool (YDMT), a tool created in collaboration with young people and community members that measures impact on factors that promote positive youth development. The YDMT and implementation guide are available in English at no cost.

### **EARLY SUPPORT FOR INFANTS AND TODDLERS (ESIT) CHILD WELFARE LANDSCAPE ANALYSIS — APRIL 2022**

Explored the intersection of ESIT and the child welfare system, outlining findings about promising practices and emerging recommendations from caregivers and service providers to promote more equitable service models that meet families where they are and deepen partnerships between ESIT and child welfare.

### **CHILD CARE HEALTH CONSULTATION (CCHC) EVALUATION REPORT — APRIL 2022**

Described participatory evaluation findings about CCHC services, finding these services support a wide range of child care providers, children, and families, particularly those who have been consistently and historically underserved through multiple approaches and program models.

### **SCHOOL PARTNERSHIPS — JANUARY 2022**

Investigates how school partnerships form and what schools, districts, community-based organizations, and King County staff can do to support their continued growth, sharing findings about critical factors for equitable partnership and how Best Starts can partner.

## Fiscal Table

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. Best Starts started the renewed levy strong with over \$110 million spent supporting the needs of our King County community. The Best Starts fiscal table detailing expenditures by investment area and strategy, as well as reach maps detailing expenditures by ZIP Code, can be viewed online in the [Best Starts for Kids Data Dashboard](#). A summary fiscal table at the investment area level is provided below.

| Funding by Investment Area                          | 2022 Budget          | 2022 Expenditures    |
|---|----------------------|----------------------|
| Child Care  | \$23,260,000         | \$14,269,875         |
| Youth and Family Homelessness Prevention Initiative | \$4,564,290          | \$4,507,026          |
| Technical Assistance and Capacity Building          | \$1,850,000          | \$1,363,242          |
| <b>Subtotal*</b>                                    | <b>\$29,674,290</b>  | <b>\$20,140,143</b>  |
| <b>Investing Early (Prenatal to Five)</b>           | <b>\$46,100,000</b>  | <b>\$45,700,733</b>  |
| <b>Sustain the Gain (Five to 24)</b>                | <b>\$34,065,001</b>  | <b>\$32,920,836</b>  |
| <b>Communities of Opportunity</b>                   | <b>\$7,340,000</b>   | <b>\$7,295,143</b>   |
| <b>Data and Evaluation</b>                          | <b>\$4,590,000</b>   | <b>\$4,078,606</b>   |
| <b>Capital Projects</b>                             | <b>\$5,000,000</b>   | <b>\$230,224</b>     |
| <b>TOTAL 2022</b>                                   | <b>\$126,769,291</b> | <b>\$110,365,685</b> |

\* Per Ordinance 19267 Subsection 4.D

Notes: Remaining 2022 funds, based on 2022 commitments that were not spent due to implementation and strategy design of new initiatives including Child Care and Capital Projects, are expected to be spent during the 2023–2024 biennium. The total includes \$1.1M in election costs that were allocated across strategies.

## Community Partners

**Best Starts for Kids is grateful to our first and second levy community partners for the compassion, wisdom, and expertise they share with King County communities. Best Starts for Kids encourages collaboration and partnership between organizations. While this list reflects the primary agencies holding contracts with Best Starts for Kids, many additional partners carry out the work in collaboration with these organizations.**

A 4 Apple Learning Center

A Sacred Passings

A Sacred Passings — Kaleb Kalkidan and Alan Nguyen

A Supportive Community for All (SCFA)

- Empower Youth Network
- Encompass
- Hopelink
- Mt. Si Senior Center
- Snoqualmie Valley Food Bank

Abide Counseling, Coaching & Consulting

Abu-Bakr Islamic Center of Washington

Adaptive and Inclusive Movement Initiative

Adhya Kona

African American Leadership Forum

African Community Housing and Development

Africatown Community Land Trust

Africatown International

After-School All-Stars

Alliance for Gun Responsibility Foundation

alterNative consulting

Amara

AMT UP 3D

Anmol Gill

API Chaya

Apprenticeship & Nontraditional Employment for Women

Arts Corps

ArtsEd Solutions

Asha Sahal

Ashley Barnes

Asian Counseling and Referral Service

Atlantic Street Center

Attemla Consulting

AtWork!

Auburn School District

Babies of Homelessness

BDS Urban Planning & Design

Bellevue Boys & Girls Club

Bellevue School District

Bike Works

Billie Pearl Lifeline International

Birth to Three

Black Star Line African Family Educational Collective

Boyer

Boys & Girls Club of King County

BRAVE

Bridges — Seattle Alternative Peer Group

Bridging Cultural Gaps

Brittany Kirk NP Consulting

Build 2 Lead

Bulle Consulting

Cardea

Carmen Casillas

Casa Latina

Cascadia Consulting Group

Catholic Community Services

Celebrating Roots

Center for Human Services

Central Area Youth Association

Centro Cultural Mexicano

Cham Refugees Community

Chief Seattle Club

- Labateyah Youth Home
- Mother Nation
- Native American Women's Dialog on Infant Mortality

## Community Partners

- Seattle Indian Health Board
- Seattle Indian Services Commission
- Seattle Public Schools Huchoosedah Indian Education
- United Indians of All Tribes Foundation
- Urban Indian Health Institute
- Child Care Resources
- Childhaven
- Children's Home Society of Washington
- Children's Therapy Center
- ChildStrive
- Chinatown-International District Worker and Organizing Center
- Chinese Information and Service Center
- Creative Justice
  - Collective Justice
  - Community Passageways
  - CHOOSE 180
- Church Council of Greater Seattle
- City of Shoreline
- City of Tukwila
- Collective Justice Project
- Collectivo de Pueblos Originarios
- Commengage
- Communities In Schools of Seattle
- Communities of Rooted Brilliance (CRB)
- Communities Rise
- Community Café Collaborative
- Community Day School Association
- Community for Youth (CfY)
- Community Health Board Coalition
  - Afghan Health Initiative
  - African-American Health Board
  - African Leaders Health Board
  - Afrodescent and Indigenous Health Board
  - Cham Health Board
  - Congolese Health Board
  - Eritrean Health Board
  - Ethiopian Health Council Health Board
  - Filipino Community Health Board
  - Iraqi/Arab Health Board
- Khmer Health Board
- WA LatinX Health Board
- Pacific Islander Health Board of WA
- Somali Health Board
- Vietnamese Health Board
- Community Network Council
- Community Passageways
  - CHOOSE 180
- Comunidad Latina de Vashon
  - Latino Community Fund
  - Puentes
- Congolese Integration Network
- Contacto Consulting
- Creative Justice
- Crescent Collaborative
  - Africatown Community Land Trust
  - Byrd Barr Place
  - Capitol Hill Housing
  - Friends of Little Saigon
  - Seattle Chinatown-International District Preservation and Development Authority
- Crux Consulting Consortium
- CS Media LLC
- Cultivate South Park
- D4NT, LLC
- Dance This Productions
- Dania Yvette Uritskiy
- Dare2Be Project
  - New Birth Center for Community Inclusion
  - Skyway Community Advocates Cohort
  - Urban Food Systems Pact
- Delivery Associates Ltd.
- Delridge Neighborhood Development Association
- Denise Louie Education Center
- Derek Cooper
- Diaspora Family Healing Network
- Dicentra Consulting
- Diego Gonzalez
- Direct Your Path Counseling LLC
- Dispute Resolution Center of King County

## Community Partners

Divine Alternative for Dads Service  
 East African Community Services  
 Eastside Baby Corner  
 Eastside Pathways  
 Educate to Liberate Consulting  
 El Centro de la Raza  
 Empower Youth Network  
 Empowering Youth and Families Outreach  
 Encompass Northwest  
 ENSO  
 Enumclaw School District  
 Equity in Education Coalition  
 Eritrean Association of Greater Seattle  
 Evergreen Children's Association  
 Fahmo Abdulle  
 Faith Finance Center  
 Families of Color Seattle (FOCS)  
 FamilyWorks  
 Federal Way School District  
 Filipino Community of Seattle  
 First Five Years and Beyond  
 Food Empowerment Education & Sustainability Team (FEEST)  
 ForFortyTwo  
 - Glover Empower Mentoring  
 - Kent Black Action Committee  
 Freedom Project  
 - Beyond the Blindfold Project  
 - Freedom Project East  
 Friends of the Children Seattle  
 Friends of Youth  
 Front and Centered  
 Gage Academy of Art  
 Geeking Out Kids of Color  
 Geeking Out Kids of Color — George Zhang, Emily Morado, and Heven Ambachew  
 Gender Justice League  
 - Black Trans Task Force  
 - Heartspark Press  
 Generosity on the Go  
 Global Perinatal Services  
 Global to Local  
 Glover Empower Mentoring  
 Got Green  
 Greater Maple Valley Community Center  
 Greenplay Northwest  
 Gwen's Guidance  
 Hayaan, LLC  
 Headwater People  
 HealthPoint  
 Hearing, Speech & Deaf Center  
 Heart and Hustle Academy — Anthony Serrano  
 Highline College  
 Highline Public Schools  
 Hip Hop Is Green  
 HopeCentral  
 Horn of Africa Services  
 Hummingbird Indigenous Family Services  
 Illuminate Evaluation Services  
 Immigrant Women's Community Center  
 Inclusive Data LLC  
 Indian American Community Services  
 Infinity Global Health and Language  
 Ingersoll  
 Inspirational Workshops  
 Institute for Family Development  
 Institute for Community Leadership Training and Organizing  
 InterCultural Children and Family Services  
 Interim Community Development Association  
 International Community Health Services (ICHS)  
 Intiman Theatre  
 Iraqi Community Center of Washington  
 Janet He  
 Jean-Roberto Don  
 Jehan Osanyin  
 JSOL Studios LLC  
 Julia Kroopkin  
 Kaiser Foundation Health Plan of Washington

## Community Partners

Kandelia  
 Kandelia — Cielo Martinez  
 KBTC/Bates Technical College  
 Kennedy Catholic High School  
 Kent Community Development Collaborative
 

- Being Empowered Thru Supportive Transitions (BEST)
- Centro Rendu — St. Vincent de Paul
- Communities in Schools of Kent
- Communities of Rooted Brilliance (CRB)
- Community Network Council
- Mother Africa

 Kent School District  
 Kent Youth & Family Services  
 Khalsa Gurmat Center  
 Kids and Paper  
 Kiks for Cool Kids — Tairyn Ahshai  
 Kindering  
 Kinetic West  
 King County Equity Now  
 King County Medical Society  
 Knitting for Needs — Sadye Derstadt  
 Korean Community Service Center  
 Kreative Collective, LLC  
 La Roxay Productions  
 Lalita Uppala  
 Lambert House  
 Latino Community Fund of Washington State  
 Laura Bui  
 Layla Osman  
 LGBTQ Allyship  
 Lifewire  
 Listen and Talk  
 Living Well Kent  
 Luther Memorial Evangelical Lutheran Church of Seattle, Washington  
 Makayla Miles  
 Maria Darskaya  
 Mariam Mohammed  
 Mary's Place

Maternal Coalition  
 MEF Associates  
 Mercer Island School District  
 Michael Swann  
 Mother Africa  
 Multi-Service Center  
 Muslim Community & Neighborhood Association
 

- Front and Centered
- People's Economy Lab
- Poverty Action Network
- Washington Budget and Policy Center

 Muslimahs Against Abuse Center  
 Na'ah Illahee Fund  
 National Association for The Advancement of Colored People (NAACP)  
 National Development Council
 

- BDS Planning and Urban Design
- Craft3
- Moving Beyond

 Navos  
 Neighborcare  
 Neighborhood House  
 New Americans Alliance for Policy and Research  
 New Economy Project
 

- Front and Centered
- People's Economy Lab
- Poverty Action Network
- Washington Budget and Policy Center

 New Horizons  
 Northshore School District  
 Northshore Youth & Family Services  
 Northwest Center  
 Northwest Center Kids  
 Northwest Education Access  
 Northwest Education Access — Joy & the Hood — Clarissa Perez  
 Northwest Film Forum  
 Northwest Health Law Advocates  
 Northwest School for Deaf and Hard-of-Hearing Children

## Community Partners

Not This Time  
 Nurse Family Partnership  
 Odessa Brown Children's Clinic  
 OneAmerica  
 Open Arms Perinatal Services  
 Open Doors for Multicultural Families  
 Our Hope  
 Pamela J. Oakes  
 Para Los Niños  
 Partner in Employment  
 Partners for Educational Reform & Student Success  
 Paula MacCormac  
 People of Color Against AIDS Network (POCAAN)  
 Perinatal Support Washington  
 Pollock and Partners, LLC  
 Potlatch Fund  
 Praisealujah Discipleship  
 Praxis Institute for Early Childhood Education  
 Pro Se Potential  
 Program for Early Parent Support (PEPS)  
 Progress House Association  
 Provail  
 Puget Sound Educational Service District  
 Puget Sound Personnel  
 Puget Sound Sage  
 Rainier Athletes  
 Rainier Beach Action Coalition  
 Rainier Beach Community Empowerment Coalition  
 dba RBAC  
 Rainier Valley Partnership  
 - Healthy Othello Safer Through Environmental  
 Design (HOSTED)  
 - Multicultural Community Coalition (MCC)  
 - On Board Othello (OBO)  
 - Rainier Beach Action Coalition (RBAC)  
 - Puget Sound Sage  
 - South Communities Organizing for Racial &  
 Regional Equity  
 Rainier Valley Midwives  
 Reclaiming Our Greatness  
 Refugee Women's Alliance  
 Reimagine Collective  
 Renton School District  
 Replanting Roots, Rebuilding Community  
 - Africatown Center for Education & Innovation  
 - Africatown Central District Preservation &  
 Development Association  
 - Black Community Impact Alliance  
 - Cultural Reconnections  
 - Institute for African-Centered Thought  
 - Umoja PEACE Center  
 - Village Spirit Center  
 Resilient in Sustaining Empowerment (RISE)  
 Restore Assemble Produce (RAP)  
 RHL Consulting, LLC  
 Riverton Park United Methodist Church  
 Rooted in Vibrant Communities  
 Rose Lulengo  
 Ryther  
 SAILS Washington, Inc.  
 Sama Praxis LLC  
 SanArte Healing Through Arts — Osvaldo Serrano  
 and Hever Bustos  
 Sankofa Consulting  
 Scholar Fund  
 School Connect WA  
 School's Out Washington  
 Sea Mar Community Health Centers  
 Sea Potential  
 SeaTac/Tukwila Community Coalition  
 - Congolese Integration Network  
 - Global to Local  
 - Partner in Employment (PIE)  
 - Somali Health Board  
 Seattle Cares Mentoring Movement  
 Seattle Central Community College  
 Seattle Children's Hospital  
 Seattle Children's PlayGarden  
 Seattle Foundation  
 Seattle Housing Authority

## Community Partners

Seattle Indian Health Board  
 Seattle Neighborhood Group  
 Seattle Parks & Recreation  
 Seattle Parks Foundation/King County Play Equity Coalition  
 Seattle Public Schools  
 Seattle Tilth  
 Seattle Urban Native Nonprofits (SUNN)
 

- Chief Seattle Club
- Duwamish Tribal Services
- Duwamish Longhouse
- Indigenous Showcase
- Native American Women's Dialog on Infant Mortality (NAWDIM)
- National Urban Indigenous Family Coalition
- Native Action Network
- Na'ah Illahee Fund
- Nia Tero
- Northwest Justice Project — Native American Sector
- Potlatch Fund
- Red Eagle Soaring
- United Indians of All Tribes Foundation
- Urban Native Education Alliance

 SG Education Consulting — Josue Silva Cortez  
 Simon Workman  
 SKCAC Industries and Employment Services  
 Skykomish School District  
 Skyway-Westhill Coalition
 

- African Community Housing & Development
- Renton Area Youth and Family Services (RAYS)
- Renton Innovation Zone (RIZ) Partnership
- Renton School District (RSD)
- Skyway Solutions
- Somali Parent Education Board (SPEB)
- Urban Family
- West Hill Community Association (WHCA)

 Snoqualmie Valley School District 410  
 Sokunthea Ok  
 Solid Ground WA  
 Somali Family Safety Task Force  
 Somali Health Board  
 South End Stories  
 Southeast Youth & Family Services  
 Southwest Youth & Family Services  
 Speak With Purpose  
 St. Stephen Housing Association  
 St. Vincent de Paul of Seattle | King County  
 Start Early  
 Statewide Poverty Action Network  
 STEM Path Innovations Network  
 Stemtac Foundation  
 StrataG, LLC  
 Student and Family Support Program  
 Student Connection — Joshua Wolters  
 Sunrise Services, Inc.  
 Supported Solution, LLC  
 Supporting Partnerships in Education and Beyond  
 Surge Reproductive Justice
 

- Black Birth Workers Collective
- Families of Color Seattle

 Sustainable Seattle  
 Svitlana Myrna  
 Swedish Health Services  
 Tahoma School District  
 Talitha Consults LLC  
 Tammy Dang  
 Technology Access Foundation (TAF)  
 Teen.Self.Health — Laney Brackett  
 Tenants Union  
 Teniel Sabin  
 Tera Chea  
 Tesfa Program  
 Tewodros Ayele  
 The 4C Coalition  
 The Arc of King County  
 The Breakfast Group  
 The Capacity Collective  
 The DOVE Project  
 The Garage, A Teen Cafe  
 The Good Foots Arts Collective

## Community Partners

The Good Foots Arts Collective — Ayiana Hernandez-Kiehn and Layla Muktar

The Imagine Institute

The Joseph Project

The Mockingbird Society

The People's Institute for Survival and Beyond

The Silent Task Force

The South End Ultimate Program

The Trail Youth

The Urban Institute

The Vera Project

Therapeutic Health Services

Therina Leng

Tilth Alliance

Total Accounting Tax and Payroll/Optimum Nonprofit Consulting

Toxic Free Futures

Trafton International Consulting Group, LLC

Tram Dinh

Trans Families

Transgender Economic Empowerment Coalition (TEEC)

- Greater Seattle Business Association (GSBA)
- People of Color Against AIDS Network (POCAAN)
- TransFamilies
- UTOPIA Washington

Treehouse

Trillium Employment Services

Tubman Center for Health & Freedom

Tukwila School District

Ubumwe Women Association

Umoja Peace Center

United Communities of Laos

United Indians of All Tribes Foundation

United Way of King County

University of Washington

Unleash the Brilliance

Upower

Urban ArtWorks

Urban Impact Seattle

Urban League of Metropolitan Seattle

Urban League of Metropolitan Seattle — Tatiwyat Buck

Urban Native Education Alliance (UNEA)

UTOPIA (United Territories of Pacific Islanders Alliance)

Vadis

Valley Cities Counseling & Consultation

Vanisha Austin

Vashon School District 402

Vashon Youth and Family Services

Victorious Youth LLC

Voices of Tomorrow

Wa Na Wari

- Africatown Community Land Trust
- CD Brothers and Sisters
- Keep Your Habitat
- King County Equity Now

Walk Away City Collaborative

WAPI Community Services

Wasat Community

Washington Chapter of the American Academy of Pediatrics

Washington Dream Coalition

Washington State University

Washington West African Center

We.App LLC

Wellspring Family Services

West African Community Council

WestEd

WestSide Baby

White Center Partnership

- Cambodian Cultural Alliance of Washington
- Cham Refugees Community
- Education for All
- FEEST
- Partner in Employment (PIE)
- Southwest Youth and Family Services
- Trusted Advocates
- Village of Hope

## Community Partners

- White Center Community Development Association (WCCDA)
- White Center Food Bank
- YES! Foundation of White Center
- YWCA Seattle | King | Snohomish

White Center Community Development Association

White Center Food Bank

Wonderland Child & Family Services

Workathon LLC

World Relief Seattle

Worth a Shot — Mehr Grewal

Yes! Foundation of White Center

YMCA of Greater Seattle

Young Women Empowered

Your Pretty Perfect LLC

Youth Development Executives of King County (YDEKC)

Youth Eastside Services

YouthCare

Yuping Kuang

YWCA Seattle | King | Snohomish

Zobir Tarin

Making King County a welcoming community  
where *every* person can thrive.



**King County**

401 Fifth Avenue, Suite 500, Seattle, WA 98104

Phone: 206-263-9100

[kingcounty.gov/BestStarts](http://kingcounty.gov/BestStarts)

## Best Starts for Kids ZIP Code Reporting Data Book

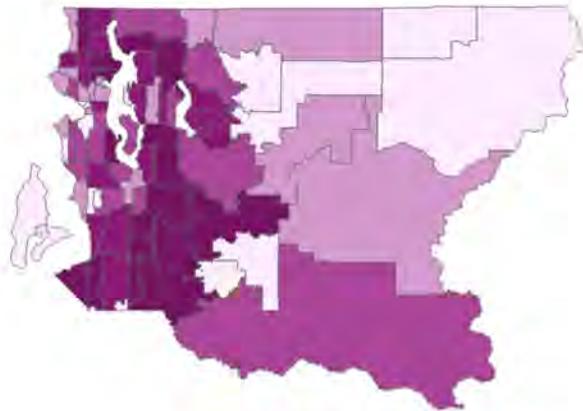
Best Starts is committed to eliminating regional, racial, and economic disparities in King County and addressing the systems that create these disparities. In centering racial equity and justice, Best Starts' distribution of investments focuses on areas where need is greatest. This need is demonstrated by darker shades of color in Figure 1 below.

Figure 1 demonstrates the different levels of community need within King County. [Population Density](#) demonstrates which areas of King County have higher concentrations of young people. [Child Opportunity Levels](#) show which areas of King County have low opportunity, defined by the Child Opportunity Index (COI). High-opportunity ZIP Codes (lighter color) have quality schools, parks and playgrounds, clean air, access to healthy food, health care, and safe housing. Low opportunity ZIP Codes (darker color) have few or none of these conditions. Together, these maps demonstrate the different levels of community need for investment within King County.

Figure 1: Population Density and Child Opportunity Levels in King County

### Population Density (ages 24 and under)\*

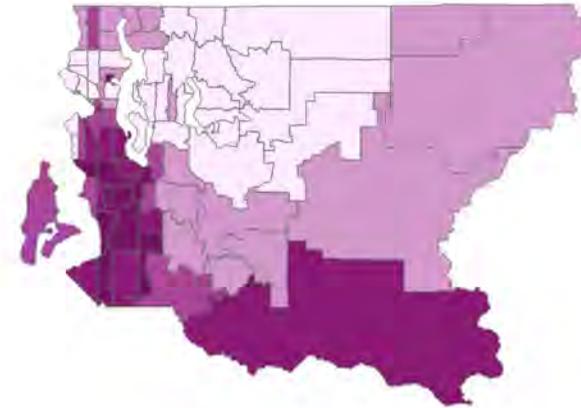
ZIP Codes with the highest numbers of young people are mostly located in south and west King County.



QUINTILE  
1 2 3 4 5  
Darker color = higher density  
Lighter color = lower density

### Child Opportunity Levels\*\*

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

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

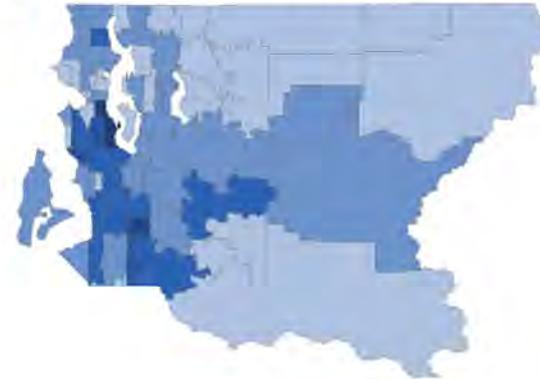
\*\* Child Opportunity Index (COI) 2.0 Zip Code Data, February 2023. [\[LINK\]](#)

The geographic distribution of Best Starts participants and expenditures, with two different methods of calculating Best Starts' expenditures by ZIP Code, are shown in Figure 2 below. 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 dashboard](#).

Figure 2: Best Starts Participants and Expenditures by ZIP Code in 2022

### Best Starts Participants

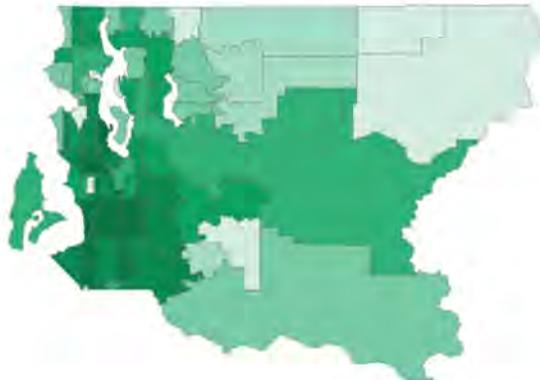
Best Starts reaches across King County. ZIP Codes with the most participants typically have more young people, lower opportunity, or both.



QUINTILE  
1 2 3 4 5  
Darker color = more BSK participants in this zip code  
Lighter color = less BSK participants in this zip code

### Expenditures by Where Participants Live

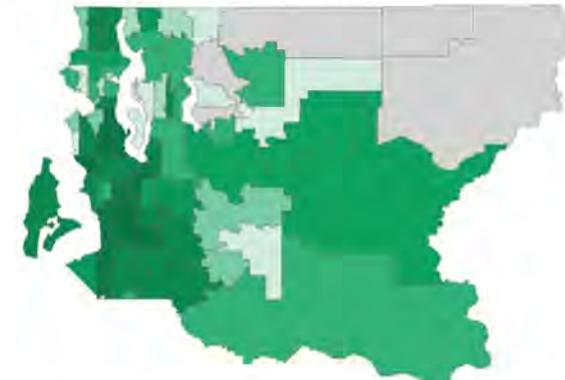
Best Starts expenditures by participants are spread throughout King County. ZIP Codes with higher densities of young people and lower Child Opportunity Levels generally have higher expenditures by where participants live.



QUINTILE  
1 2 3 4 5  
Darker color = higher expenditures  
Lighter color = lower expenditures

### 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. ZIP Codes with higher densities of young people and lower Child Opportunity Levels generally have higher expenditures by where office-based services are located.



Best Starts' ZIP Code data on participants and expenditures is available in table format in Figures 3, 4, and 5 on pages 79-101.

Fiscal data in Figures 4 and 5 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 5 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 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 4, 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. In addition, individual ZIP Code data was not available in 2022 for short-term contract extensions of first levy awards that were executed prior to December 31, 2021 and were not already doing ZIP Code reporting.
- Expenditures by where office-based services are located, shown in Figure 5, 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 3: 2022 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    | 27           | 1,009           | 156              | 23                                       | 1,215         |
| 98002    | 72           | 3,604           | 527              | 100                                      | 4,303         |
| 98003    | 87           | 2,719           | 223              | 188                                      | 3,217         |
| 98004    | Fewer than 5 | 1,255           | 40               | Fewer than 5                             | 1,301         |
| 98005    | 5            | 358             | 32               | Fewer than 5                             | 395 - 399     |
| 98006    | 6            | 572             | 66               | Fewer than 5                             | 644 - 648     |
| 98007    | Fewer than 5 | 1,118           | 117              | 36                                       | 1,271 - 1,275 |
| 98008    | 9            | 1,068           | 38               | 12                                       | 1,127         |
| 98009    | 0            | Fewer than 5    | 0                | 0  | 0 - 4         |
| 98010    | 6            | 134             | 24               | 0  | 164           |
| 98011    | Fewer than 5 | 487             | 97               | 6  | 590 - 594     |
| 98012    | 0            | 117             | 48               | 0  | 165           |
| 98013    | 0            | Fewer than 5    | 6                | 0  | 6 - 10        |
| 98014    | 0            | 139             | 12               | 0  | 151           |
| 98015    | 0            | Fewer than 5    | Fewer than 5     | 0  | 3             |
| 98016    | 0            | Fewer than 5    | Fewer than 5     | Fewer than 5                             | 9             |
| 98017    | 0            | Fewer than 5    | 0                | 0  | 0 - 4         |
| 98018    | 0            | Fewer than 5    | Fewer than 5     | 0  | 4             |
| 98019    | 0            | 142             | 10               | 0  | 152           |
| 98020    | 0            | 11              | 6                | 0  | 17            |
| 98021    | 0            | 177             | 179              | 0  | 356           |
| 98022    | 6            | 457             | 13               | 0  | 476           |
| 98023    | 53           | 1,271           | 215              | 60                                       | 1,599         |
| 98024    | 0            | 58              | 30               | 0  | 88            |
| 98025    | 0            | 5               | Fewer than 5     | 0  | 5 - 9         |
| 98026    | 0            | 40              | 8                | 0  | 48            |
| 98027    | 5            | 482             | 19               | 13                                       | 519           |
| 98028    | Fewer than 5 | 242             | 71               | 7  | 320 - 324     |
| 98029    | 11           | 535             | 23               | 38                                       | 607           |
| 98030    | 69           | 5,877           | 615              | 252                                      | 6,813         |
| 98031    | 52           | 2,305           | 773              | 126                                      | 3,256         |
| 98032    | 83           | 3,196           | 350              | 187                                      | 3,816         |
| 98033    | Fewer than 5 | 317             | 22               | 0  | 339 - 343     |

| ZIP Code | Child Care   | Investing Early | Sustain the Gain | Youth and Family Homelessness Prevention | Total         |
|----------|--------------|-----------------|------------------|--|---------------|
| 98034    | Fewer than 5 | 915             | 81               | 11                                       | 1,007 - 1,011 |
| 98035    | 0            | Fewer than 5    | 0                | 0  | 0 - 4         |
| 98036    | 0            | 78              | 24               | 0  | 102           |
| 98037    | 0            | 30              | Fewer than 5     | 0  | 30 - 34       |
| 98038    | 10           | 944             | 1,133            | Fewer than 5                             | 2,087 - 2,091 |
| 98039    | 0            | Fewer than 5    | Fewer than 5     | 0  | 7             |
| 98040    | Fewer than 5 | 93              | 133              | 0  | 226 - 230     |
| 98041    | 0            | 0               | Fewer than 5     | Fewer than 5                             | 3             |
| 98042    | 34           | 1,204           | 580              | 51                                       | 1,869         |
| 98043    | 0            | 54              | Fewer than 5     | 0  | 54 - 58       |
| 98045    | Fewer than 5 | 261             | 428              | 6  | 695 - 699     |
| 98046    | 0            | Fewer than 5    | 0                | 0  | 0 - 4         |
| 98047    | 21           | 206             | 85               | 0  | 312           |
| 98048    | 0            | Fewer than 5    | 0                | 0  | 0 - 4         |
| 98050    | 0            | Fewer than 5    | Fewer than 5     | 0  | 3             |
| 98051    | 0            | 20              | 75               | 0  | 95            |
| 98052    | 12           | 1,082           | 57               | 6  | 1,157         |
| 98053    | Fewer than 5 | 142             | 18               | 14                                       | 174 - 178     |
| 98055    | 27           | 570             | 92               | 48                                       | 737           |
| 98056    | 14           | 1,021           | 94               | 33                                       | 1,162         |
| 98057    | 7            | 629             | 80               | 30                                       | 746           |
| 98058    | 36           | 1,238           | 531              | 77                                       | 1,882         |
| 98059    | 18           | 821             | 73               | 23                                       | 935           |
| 98062    | 0            | 0               | 17               | 0  | 17            |
| 98063    | 0            | 8               | 0                | 0  | 8             |
| 98064    | 0            | 8               | 0                | 0  | 8             |
| 98065    | Fewer than 5 | 350             | 324              | 15                                       | 689 - 693     |
| 98068    | 0            | Fewer than 5    | 0                | 0  | 0 - 4         |
| 98070    | 7            | 429             | 348              | 0  | 784           |
| 98071    | 0            | Fewer than 5    | Fewer than 5     | 0  | 4             |
| 98072    | 0            | 170             | 126              | 0  | 296           |
| 98073    | 0            | Fewer than 5    | 0                | 0  | 0 - 4         |
| 98074    | Fewer than 5 | 156             | 21               | 0  | 177 - 181     |
| 98075    | 0            | 130             | 29               | 0  | 159           |

| ZIP Code | Child Care   | Investing Early | Sustain the Gain | Youth and Family Homelessness Prevention | Total         |
|----------|--------------|-----------------|------------------|--|---------------|
| 98076    | 0            | Fewer than 5    | 0                | 0  | 0 - 4         |
| 98077    | Fewer than 5 | 56              | 6                | 0  | 62 - 66       |
| 98083    | 0            | Fewer than 5    | 0                | 0  | 0 - 4         |
| 98085    | 0            | Fewer than 5    | 0                | 0  | 0 - 4         |
| 98087    | 0            | 71              | 6                | 0  | 77            |
| 98090    | 0            | 0               | Fewer than 5     | 0  | 0 - 4         |
| 98092    | 25           | 2,460           | 542              | 91                                       | 3,118         |
| 98093    | 0            | 6               | Fewer than 5     | 0  | 6 - 10        |
| 98095    | 0            | Fewer than 5    | 0                | 0  | 0 - 4         |
| 98098    | 0            | Fewer than 5    | 0                | 0  | 0 - 4         |
| 98099    | 0            | Fewer than 5    | 0                | 0  | 0 - 4         |
| 98101    | 0            | 154             | 35               | Fewer than 5                             | 189 - 193     |
| 98102    | Fewer than 5 | 116             | 45               | 7  | 168 - 172     |
| 98103    | 5            | 860             | 203              | Fewer than 5                             | 1,068 - 1,072 |
| 98104    | Fewer than 5 | 1,257           | 56               | 13                                       | 1,326 - 1,330 |
| 98105    | 12           | 758             | 265              | 8  | 1,043         |
| 98106    | 22           | 2,313           | 253              | 8  | 2,596         |
| 98107    | Fewer than 5 | 240             | 101              | Fewer than 5                             | 345           |
| 98108    | 8            | 4,311           | 421              | 39                                       | 4,779         |
| 98109    | Fewer than 5 | 630             | 44               | Fewer than 5                             | 678           |
| 98110    | 0            | 0               | Fewer than 5     | 0  | 0 - 4         |
| 98111    | 0            | Fewer than 5    | Fewer than 5     | 0  | 3             |
| 98112    | Fewer than 5 | 227             | 80               | 8  | 315 - 319     |
| 98113    | 0            | Fewer than 5    | 0                | 0  | 0 - 4         |
| 98114    | 0            | Fewer than 5    | Fewer than 5     | 0  | 4             |
| 98115    | 6            | 426             | 533              | Fewer than 5                             | 965 - 969     |
| 98116    | Fewer than 5 | 251             | 294              | Fewer than 5                             | 550           |
| 98117    | Fewer than 5 | 861             | 233              | Fewer than 5                             | 1,098         |
| 98118    | 30           | 8,853           | 685              | 126                                      | 9,694         |
| 98119    | 5            | 116             | 34               | Fewer than 5                             | 155 - 159     |
| 98121    | 0            | 322             | 25               | Fewer than 5                             | 347 - 351     |
| 98122    | 10           | 1,675           | 173              | 27                                       | 1,885         |
| 98123    | 0            | 0               | Fewer than 5     | 0  | 0 - 4         |
| 98124    | 0            | Fewer than 5    | Fewer than 5     | 0  | 3             |

| ZIP Code | Child Care   | Investing Early | Sustain the Gain | Youth and Family Homelessness Prevention | Total     |
|----------|--------------|-----------------|------------------|--|-----------|
| 98125    | 10           | 2,193           | 327              | 22                                       | 2,552     |
| 98126    | 44           | 4,418           | 263              | 9  | 4,734     |
| 98127    | 0            | 0               | Fewer than 5     | 0  | 0 - 4     |
| 98128    | 0            | Fewer than 5    | Fewer than 5     | 0  | 4         |
| 98129    | 0            | 0               | Fewer than 5     | 0  | 0 - 4     |
| 98130    | 0            | 0               | Fewer than 5     | 0  | 0 - 4     |
| 98131    | 0            | 0               | Fewer than 5     | 0  | 0 - 4     |
| 98132    | 0            | 0               | Fewer than 5     | 0  | 0 - 4     |
| 98133    | 32           | 818             | 195              | 42                                       | 1,087     |
| 98134    | 0            | 18              | Fewer than 5     | 0  | 18 - 22   |
| 98135    | 0            | 0               | Fewer than 5     | 0  | 0 - 4     |
| 98136    | Fewer than 5 | 80              | 167              | Fewer than 5                             | 252       |
| 98138    | 0            | Fewer than 5    | Fewer than 5     | 0  | 2         |
| 98139    | 0            | Fewer than 5    | Fewer than 5     | 0  | 3         |
| 98140    | 0            | 0               | Fewer than 5     | 0  | 0 - 4     |
| 98144    | 15           | 8,475           | 254              | 49                                       | 8,793     |
| 98145    | 0            | 0               | Fewer than 5     | 0  | 0 - 4     |
| 98146    | 45           | 3,760           | 375              | 28                                       | 4,208     |
| 98147    | 0            | Fewer than 5    | 0                | 0  | 0 - 4     |
| 98148    | 22           | 352             | 184              | 35                                       | 593       |
| 98153    | 0            | Fewer than 5    | 0                | 0  | 0 - 4     |
| 98155    | 9            | 735             | 153              | Fewer than 5                             | 897 - 901 |
| 98158    | 0            | Fewer than 5    | 0                | 0  | 0 - 4     |
| 98160    | 0            | 0               | 0                | Fewer than 5                             | 0 - 4     |
| 98164    | 0            | Fewer than 5    | 0                | 0  | 0 - 4     |
| 98165    | 0            | Fewer than 5    | Fewer than 5     | 0  | 5         |
| 98166    | 26           | 1,428           | 278              | 19                                       | 1,751     |
| 98168    | 56           | 3,102           | 585              | 153                                      | 3,896     |
| 98169    | 0            | Fewer than 5    | Fewer than 5     | 0  | 5         |
| 98173    | 0            | 0               | Fewer than 5     | 0  | 0 - 4     |
| 98175    | 0            | Fewer than 5    | 0                | 0  | 0 - 4     |
| 98176    | 0            | Fewer than 5    | Fewer than 5     | 0  | 2         |
| 98177    | Fewer than 5 | 594             | 72               | 0  | 666 - 670 |
| 98178    | 22           | 1,648           | 398              | 109                                      | 2,177     |

| ZIP Code | Child Care   | Investing Early | Sustain the Gain | Youth and Family Homelessness Prevention | Total     |
|----------|--------------|-----------------|------------------|--|-----------|
| 98183    | 0            | Fewer than 5    | 0                | 0  | 0 - 4     |
| 98188    | 45           | 1,707           | 472              | 108                                      | 2,332     |
| 98189    | 0            | Fewer than 5    | 0                | 8  | 8 - 12    |
| 98192    | 0            | Fewer than 5    | Fewer than 5     | 0  | 4         |
| 98195    | 0            | Fewer than 5    | Fewer than 5     | 0  | 3         |
| 98198    | 49           | 2,101           | 603              | 140                                      | 2,893     |
| 98199    | Fewer than 5 | 70              | 42               | 0  | 112 - 116 |
| 98201    | 0            | 12              | Fewer than 5     | 0  | 12 - 16   |
| 98203    | 0            | 30              | Fewer than 5     | 0  | 30 - 34   |
| 98204    | 0            | 39              | 7                | 0  | 46        |
| 98207    | 0            | Fewer than 5    | 0                | 0  | 0 - 4     |
| 98208    | 0            | 47              | 5                | 0  | 52        |
| 98221    | 0            | Fewer than 5    | 0                | 0  | 0 - 4     |
| 98222    | 0            | Fewer than 5    | 0                | 0  | 0 - 4     |
| 98223    | 0            | Fewer than 5    | Fewer than 5     | 0  | 6         |
| 98224    | 0            | 0               | 9                | 0  | 9         |
| 98226    | 0            | 0               | Fewer than 5     | 0  | 0 - 4     |
| 98229    | 0            | Fewer than 5    | 0                | 0  | 0 - 4     |
| 98231    | 0            | 0               | Fewer than 5     | 0  | 0 - 4     |
| 98233    | 0            | 0               | Fewer than 5     | 0  | 0 - 4     |
| 98251    | 0            | Fewer than 5    | 0                | 0  | 0 - 4     |
| 98252    | 0            | Fewer than 5    | Fewer than 5     | 0  | 2         |
| 98258    | 0            | 19              | Fewer than 5     | 0  | 19 - 23   |
| 98260    | 0            | Fewer than 5    | 0                | 0  | 0 - 4     |
| 98270    | 0            | 7               | 11               | 0  | 18        |
| 98271    | 0            | 5               | 8                | 0  | 13        |
| 98272    | 0            | 17              | 7                | 0  | 24        |
| 98274    | 0            | 0               | Fewer than 5     | 0  | 0 - 4     |
| 98275    | 0            | 5               | Fewer than 5     | 0  | 5 - 9     |
| 98277    | 0            | Fewer than 5    | 0                | 0  | 0 - 4     |
| 98282    | 0            | Fewer than 5    | 0                | 0  | 0 - 4     |
| 98284    | 0            | 0               | Fewer than 5     | 0  | 0 - 4     |
| 98288    | 0            | 9               | 9                | 0  | 18        |
| 98290    | 0            | Fewer than 5    | Fewer than 5     | 0  | 5         |

| ZIP Code | Child Care | Investing Early | Sustain the Gain | Youth and Family Homelessness Prevention | Total   |
|----------|------------|-----------------|------------------|--|---------|
| 98292    | 0          | Fewer than 5    | 0                | 0  | 0 - 4   |
| 98294    | 0          | Fewer than 5    | 0                | 0  | 0 - 4   |
| 98296    | 0          | 7               | Fewer than 5     | 0  | 7 - 11  |
| 98298    | 0          | 0               | Fewer than 5     | 0  | 0 - 4   |
| 98303    | 0          | Fewer than 5    | 0                | 0  | 0 - 4   |
| 98308    | 0          | Fewer than 5    | 0                | 0  | 0 - 4   |
| 98310    | 0          | 0               | Fewer than 5     | 0  | 0 - 4   |
| 98311    | 0          | Fewer than 5    | 0                | 0  | 0 - 4   |
| 98312    | 0          | Fewer than 5    | 0                | 0  | 0 - 4   |
| 98321    | 0          | 9               | Fewer than 5     | 0  | 9 - 13  |
| 98323    | 0          | Fewer than 5    | 0                | 0  | 0 - 4   |
| 98327    | 0          | Fewer than 5    | 0                | 0  | 0 - 4   |
| 98328    | 0          | Fewer than 5    | 0                | 0  | 0 - 4   |
| 98329    | 0          | Fewer than 5    | 0                | 0  | 0 - 4   |
| 98331    | 0          | 5               | 0                | 0  | 5       |
| 98335    | 0          | Fewer than 5    | Fewer than 5     | 0  | 3       |
| 98337    | 0          | 0               | Fewer than 5     | 0  | 0 - 4   |
| 98338    | 0          | 8               | Fewer than 5     | 0  | 8 - 12  |
| 98346    | 0          | 0               | Fewer than 5     | 0  | 0 - 4   |
| 98354    | 0          | 41              | 0                | 0  | 41      |
| 98359    | 0          | Fewer than 5    | 0                | 0  | 0 - 4   |
| 98360    | 0          | 8               | 0                | 0  | 8       |
| 98363    | 0          | 0               | Fewer than 5     | 0  | 0 - 4   |
| 98366    | 0          | Fewer than 5    | 6                | 0  | 6 - 10  |
| 98367    | 0          | Fewer than 5    | Fewer than 5     | 0  | 5       |
| 98371    | 0          | 26              | 0                | 0  | 26      |
| 98372    | 0          | 32              | 5                | 0  | 37      |
| 98373    | 0          | 22              | 9                | 0  | 31      |
| 98374    | 0          | 35              | Fewer than 5     | 0  | 35 - 39 |
| 98375    | 0          | 36              | 8                | 0  | 44      |
| 98382    | 0          | 0               | Fewer than 5     | 0  | 0 - 4   |
| 98383    | 0          | Fewer than 5    | 0                | 0  | 0 - 4   |
| 98387    | 0          | 35              | Fewer than 5     | 0  | 35 - 39 |
| 98388    | 0          | Fewer than 5    | 0                | 0  | 0 - 4   |

| ZIP Code | Child Care | Investing Early | Sustain the Gain | Youth and Family Homelessness Prevention | Total   |
|----------|------------|-----------------|------------------|--|---------|
| 98390    | 0          | 21              | Fewer than 5     | 0  | 21 - 25 |
| 98391    | 0          | 54              | 6                | 0  | 60      |
| 98392    | 0          | Fewer than 5    | 0                | 0  | 0 - 4   |
| 98396    | 0          | 0               | Fewer than 5     | 0  | 0 - 4   |
| 98402    | 0          | 7               | Fewer than 5     | 0  | 7 - 11  |
| 98403    | 0          | Fewer than 5    | 0                | 0  | 0 - 4   |
| 98404    | 0          | 68              | 19               | 0  | 87      |
| 98405    | 0          | 7               | Fewer than 5     | 0  | 7 - 11  |
| 98406    | 0          | 9               | 0                | 0  | 9       |
| 98407    | 0          | 5               | Fewer than 5     | 0  | 5 - 9   |
| 98408    | 0          | 16              | 8                | 0  | 24      |
| 98409    | 0          | 23              | 12               | 0  | 35      |
| 98418    | 0          | 5               | 6                | 0  | 11      |
| 98422    | 0          | 91              | 14               | 0  | 105     |

Fiscal data in this table 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).

Figure 4: 2022 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    | \$167,000  | \$648,000         | \$160,000         | \$37,000                                 | \$1,012,000       |
| 98002    | \$446,000  | \$1,932,000       | \$338,000         | \$160,000                                | \$2,875,000       |
| 98003    | \$539,000  | \$1,400,000       | \$475,000         | \$301,000                                | \$2,715,000       |
| 98004    | \$19,000   | \$553,000         | \$68,000          | \$5,000                                  | \$645,000         |
| 98005    | \$31,000   | \$195,000         | \$39,000          | \$2,000                                  | \$266,000         |
| 98006    | \$37,000   | \$301,000         | \$88,000          | \$6,000                                  | \$432,000         |
| 98007    | \$25,000   | \$410,000         | \$98,000          | \$58,000                                 | \$590,000         |
| 98008    | \$56,000   | \$526,000         | \$70,000          | \$19,000                                 | \$671,000         |
| 98009    | \$0        | Less than \$1,000 | \$0               | \$0                                      | Less than \$1,000 |
| 98010    | \$37,000   | \$48,000          | \$5,000           | \$0                                      | \$90,000          |
| 98011    | \$25,000   | \$273,000         | \$52,000          | \$10,000                                 | \$359,000         |
| 98012    | \$0        | \$67,000          | \$38,000          | \$0                                      | \$104,000         |
| 98013    | \$0        | \$2,000           | \$18,000          | \$0                                      | \$20,000          |
| 98014    | \$0        | \$75,000          | \$17,000          | \$0                                      | \$92,000          |
| 98015    | \$0        | Less than \$1,000 | \$1,000           | \$0                                      | \$1,000           |
| 98016    | \$0        | \$4,000           | \$5,000           | \$6,000                                  | \$16,000          |
| 98017    | \$0        | Less than \$1,000 | \$0               | \$0                                      | Less than \$1,000 |
| 98018    | \$0        | \$2,000           | \$1,000           | \$0                                      | \$3,000           |
| 98019    | \$0        | \$82,000          | \$13,000          | \$0                                      | \$95,000          |
| 98020    | \$0        | \$5,000           | \$8,000           | \$0                                      | \$12,000          |
| 98021    | \$0        | \$108,000         | \$59,000          | \$0                                      | \$167,000         |
| 98022    | \$37,000   | \$194,000         | \$15,000          | \$0                                      | \$247,000         |
| 98023    | \$328,000  | \$822,000         | \$516,000         | \$96,000                                 | \$1,762,000       |
| 98024    | \$0        | \$48,000          | \$10,000          | \$0                                      | \$58,000          |
| 98025    | \$0        | \$8,000           | Less than \$1,000 | \$0                                      | \$8,000           |
| 98026    | \$0        | \$22,000          | \$14,000          | \$0                                      | \$36,000          |
| 98027    | \$31,000   | \$218,000         | \$29,000          | \$21,000                                 | \$299,000         |
| 98028    | \$12,000   | \$96,000          | \$35,000          | \$11,000                                 | \$154,000         |

Fiscal data in this table 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).

| ZIP Code | Child Care | Investing Early   | Sustain the Gain | Youth and Family Homelessness Prevention | Total             |
|----------|------------|-------------------|------------------|--|-------------------|
| 98029    | \$68,000   | \$290,000         | \$48,000         | \$61,000                                 | \$467,000         |
| 98030    | \$427,000  | \$1,593,000       | \$620,000        | \$404,000                                | \$3,044,000       |
| 98031    | \$322,000  | \$1,188,000       | \$509,000        | \$202,000                                | \$2,221,000       |
| 98032    | \$514,000  | \$1,330,000       | \$511,000        | \$300,000                                | \$2,654,000       |
| 98033    | \$19,000   | \$164,000         | \$32,000         | \$0                                      | \$215,000         |
| 98034    | \$25,000   | \$401,000         | \$185,000        | \$18,000                                 | \$629,000         |
| 98035    | \$0        | Less than \$1,000 | \$0              | \$0                                      | Less than \$1,000 |
| 98036    | \$0        | \$42,000          | \$17,000         | \$0                                      | \$59,000          |
| 98037    | \$0        | \$16,000          | \$5,000          | \$0                                      | \$21,000          |
| 98038    | \$62,000   | \$231,000         | \$308,000        | \$5,000                                  | \$607,000         |
| 98039    | \$0        | \$2,000           | \$8,000          | \$0                                      | \$9,000           |
| 98040    | \$6,000    | \$53,000          | \$49,000         | \$0                                      | \$108,000         |
| 98041    | \$0        | \$0               | \$4,000          | \$3,000                                  | \$7,000           |
| 98042    | \$211,000  | \$686,000         | \$334,000        | \$82,000                                 | \$1,312,000       |
| 98043    | \$0        | \$36,000          | \$8,000          | \$0                                      | \$44,000          |
| 98045    | \$6,000    | \$243,000         | \$126,000        | \$10,000                                 | \$385,000         |
| 98046    | \$0        | Less than \$1,000 | \$0              | \$0                                      | Less than \$1,000 |
| 98047    | \$130,000  | \$128,000         | \$43,000         | \$0                                      | \$301,000         |
| 98048    | \$0        | Less than \$1,000 | \$0              | \$0                                      | Less than \$1,000 |
| 98050    | \$0        | \$2,000           | \$3,000          | \$0                                      | \$5,000           |
| 98051    | \$0        | \$13,000          | \$27,000         | \$0                                      | \$40,000          |
| 98052    | \$74,000   | \$440,000         | \$105,000        | \$10,000                                 | \$629,000         |
| 98053    | \$25,000   | \$63,000          | \$14,000         | \$22,000                                 | \$124,000         |
| 98055    | \$167,000  | \$317,000         | \$117,000        | \$77,000                                 | \$677,000         |
| 98056    | \$87,000   | \$516,000         | \$127,000        | \$53,000                                 | \$783,000         |
| 98057    | \$43,000   | \$246,000         | \$143,000        | \$48,000                                 | \$480,000         |
| 98058    | \$223,000  | \$660,000         | \$296,000        | \$123,000                                | \$1,302,000       |
| 98059    | \$111,000  | \$405,000         | \$117,000        | \$37,000                                 | \$671,000         |
| 98062    | \$0        | \$0               | \$42,000         | \$0                                      | \$42,000          |
| 98063    | \$0        | \$7,000           | \$0              | \$0                                      | \$7,000           |
| 98064    | \$0        | \$3,000           | \$0              | \$0                                      | \$3,000           |

Fiscal data in this table 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).

| ZIP Code | Child Care | Investing Early   | Sustain the Gain  | Youth and Family Homelessness Prevention | Total             |
|----------|------------|-------------------|-------------------|--|-------------------|
| 98065    | \$6,000    | \$316,000         | \$98,000          | \$24,000                                 | \$444,000         |
| 98068    | \$0        | \$3,000           | \$0               | \$0                                      | \$3,000           |
| 98070    | \$43,000   | \$252,000         | \$80,000          | \$0                                      | \$375,000         |
| 98071    | \$0        | \$1,000           | \$5,000           | \$0                                      | \$6,000           |
| 98072    | \$0        | \$87,000          | \$63,000          | \$0                                      | \$150,000         |
| 98073    | \$0        | Less than \$1,000 | \$0               | \$0                                      | Less than \$1,000 |
| 98074    | \$12,000   | \$122,000         | \$42,000          | \$0                                      | \$177,000         |
| 98075    | \$0        | \$93,000          | \$52,000          | \$0                                      | \$145,000         |
| 98076    | \$0        | \$1,000           | \$0               | \$0                                      | \$1,000           |
| 98077    | \$6,000    | \$33,000          | \$6,000           | \$0                                      | \$45,000          |
| 98083    | \$0        | Less than \$1,000 | \$0               | \$0                                      | Less than \$1,000 |
| 98085    | \$0        | Less than \$1,000 | \$0               | \$0                                      | Less than \$1,000 |
| 98087    | \$0        | \$36,000          | \$7,000           | \$0                                      | \$43,000          |
| 98090    | \$0        | \$0               | \$4,000           | \$0                                      | \$4,000           |
| 98092    | \$155,000  | \$1,381,000       | \$273,000         | \$146,000                                | \$1,955,000       |
| 98093    | \$0        | \$6,000           | \$4,000           | \$0                                      | \$10,000          |
| 98095    | \$0        | \$1,000           | \$0               | \$0                                      | \$1,000           |
| 98098    | \$0        | \$1,000           | \$0               | \$0                                      | \$1,000           |
| 98099    | \$0        | \$2,000           | \$0               | \$0                                      | \$2,000           |
| 98101    | \$0        | \$116,000         | \$57,000          | \$5,000                                  | \$177,000         |
| 98102    | \$6,000    | \$90,000          | \$50,000          | \$11,000                                 | \$158,000         |
| 98103    | \$31,000   | \$313,000         | \$91,000          | \$6,000                                  | \$441,000         |
| 98104    | \$12,000   | \$213,000         | \$70,000          | \$21,000                                 | \$316,000         |
| 98105    | \$74,000   | \$163,000         | \$178,000         | \$13,000                                 | \$429,000         |
| 98106    | \$136,000  | \$501,000         | \$310,000         | \$13,000                                 | \$960,000         |
| 98107    | \$19,000   | \$58,000          | \$36,000          | \$2,000                                  | \$114,000         |
| 98108    | \$50,000   | \$1,045,000       | \$680,000         | \$62,000                                 | \$1,837,000       |
| 98109    | \$6,000    | \$349,000         | \$40,000          | \$5,000                                  | \$399,000         |
| 98110    | \$0        | \$0               | \$2,000           | \$0                                      | \$2,000           |
| 98111    | \$0        | Less than \$1,000 | Less than \$1,000 | \$0                                      | \$1,000           |
| 98112    | \$6,000    | \$56,000          | \$64,000          | \$13,000                                 | \$139,000         |

Fiscal data in this table 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).

| ZIP Code | Child Care | Investing Early   | Sustain the Gain  | Youth and Family Homelessness Prevention | Total             |
|----------|------------|-------------------|-------------------|--|-------------------|
| 98113    | \$0        | \$1,000           | \$0               | \$0                                      | \$1,000           |
| 98114    | \$0        | \$2,000           | \$1,000           | \$0                                      | \$4,000           |
| 98115    | \$37,000   | \$227,000         | \$207,000         | \$2,000                                  | \$472,000         |
| 98116    | \$12,000   | \$96,000          | \$101,000         | \$5,000                                  | \$214,000         |
| 98117    | \$6,000    | \$493,000         | \$103,000         | \$5,000                                  | \$607,000         |
| 98118    | \$186,000  | \$1,752,000       | \$1,134,000       | \$202,000                                | \$3,273,000       |
| 98119    | \$31,000   | \$79,000          | \$22,000          | \$3,000                                  | \$134,000         |
| 98121    | \$0        | \$81,000          | \$33,000          | \$6,000                                  | \$120,000         |
| 98122    | \$62,000   | \$769,000         | \$190,000         | \$43,000                                 | \$1,064,000       |
| 98123    | \$0        | \$0               | \$1,000           | \$0                                      | \$1,000           |
| 98124    | \$0        | \$4,000           | \$1,000           | \$0                                      | \$5,000           |
| 98125    | \$62,000   | \$534,000         | \$178,000         | \$35,000                                 | \$809,000         |
| 98126    | \$272,000  | \$573,000         | \$184,000         | \$14,000                                 | \$1,044,000       |
| 98127    | \$0        | \$0               | \$1,000           | \$0                                      | \$1,000           |
| 98128    | \$0        | \$3,000           | \$1,000           | \$0                                      | \$4,000           |
| 98129    | \$0        | \$0               | \$5,000           | \$0                                      | \$5,000           |
| 98130    | \$0        | \$0               | \$1,000           | \$0                                      | \$1,000           |
| 98131    | \$0        | \$0               | \$1,000           | \$0                                      | \$1,000           |
| 98132    | \$0        | \$0               | \$1,000           | \$0                                      | \$1,000           |
| 98133    | \$198,000  | \$405,000         | \$269,000         | \$67,000                                 | \$939,000         |
| 98134    | \$0        | \$2,000           | \$6,000           | \$0                                      | \$8,000           |
| 98135    | \$0        | \$0               | \$1,000           | \$0                                      | \$1,000           |
| 98136    | \$6,000    | \$59,000          | \$58,000          | \$6,000                                  | \$129,000         |
| 98138    | \$0        | Less than \$1,000 | \$1,000           | \$0                                      | \$2,000           |
| 98139    | \$0        | \$1,000           | \$1,000           | \$0                                      | \$2,000           |
| 98140    | \$0        | \$0               | \$1,000           | \$0                                      | \$1,000           |
| 98141    | \$0        | \$0               | \$0               | \$0                                      | \$0               |
| 98143    | \$0        | \$0               | \$0               | \$0                                      | \$0               |
| 98144    | \$93,000   | \$927,000         | \$274,000         | \$78,000                                 | \$1,373,000       |
| 98145    | \$0        | \$0               | Less than \$1,000 | \$0                                      | Less than \$1,000 |
| 98146    | \$279,000  | \$826,000         | \$278,000         | \$45,000                                 | \$1,427,000       |

Fiscal data in this table 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).

| ZIP Code | Child Care | Investing Early   | Sustain the Gain  | Youth and Family Homelessness Prevention | Total             |
|----------|------------|-------------------|-------------------|--|-------------------|
| 98147    | \$0        | Less than \$1,000 | \$0               | \$0                                      | Less than \$1,000 |
| 98148    | \$136,000  | \$224,000         | \$134,000         | \$56,000                                 | \$550,000         |
| 98153    | \$0        | \$2,000           | \$0               | \$0                                      | \$2,000           |
| 98154    | \$0        | \$0               | \$0               | \$0                                      | \$0               |
| 98155    | \$56,000   | \$241,000         | \$222,000         | \$3,000                                  | \$522,000         |
| 98158    | \$0        | Less than \$1,000 | \$0               | \$0                                      | Less than \$1,000 |
| 98160    | \$0        | \$0               | \$0               | \$3,000                                  | \$3,000           |
| 98164    | \$0        | Less than \$1,000 | \$0               | \$0                                      | Less than \$1,000 |
| 98165    | \$0        | Less than \$1,000 | \$1,000           | \$0                                      | \$2,000           |
| 98166    | \$161,000  | \$287,000         | \$146,000         | \$30,000                                 | \$624,000         |
| 98168    | \$347,000  | \$939,000         | \$539,000         | \$245,000                                | \$2,069,000       |
| 98169    | \$0        | \$6,000           | Less than \$1,000 | \$0                                      | \$6,000           |
| 98173    | \$0        | \$0               | \$3,000           | \$0                                      | \$3,000           |
| 98174    | \$0        | \$0               | \$0               | \$0                                      | \$0               |
| 98175    | \$0        | Less than \$1,000 | \$0               | \$0                                      | Less than \$1,000 |
| 98176    | \$0        | Less than \$1,000 | \$3,000           | \$0                                      | \$4,000           |
| 98177    | \$25,000   | \$89,000          | \$75,000          | \$0                                      | \$189,000         |
| 98178    | \$136,000  | \$532,000         | \$622,000         | \$175,000                                | \$1,466,000       |
| 98181    | \$0        | \$0               | \$0               | \$0                                      | \$0               |
| 98183    | \$0        | Less than \$1,000 | \$0               | \$0                                      | Less than \$1,000 |
| 98185    | \$0        | \$0               | \$0               | \$0                                      | \$0               |
| 98188    | \$279,000  | \$875,000         | \$417,000         | \$173,000                                | \$1,744,000       |
| 98189    | \$0        | Less than \$1,000 | \$0               | \$13,000                                 | \$14,000          |
| 98192    | \$0        | \$1,000           | \$2,000           | \$0                                      | \$3,000           |
| 98195    | \$0        | Less than \$1,000 | \$5,000           | \$0                                      | \$6,000           |
| 98198    | \$303,000  | \$1,222,000       | \$383,000         | \$224,000                                | \$2,133,000       |
| 98199    | \$19,000   | \$45,000          | \$41,000          | \$0                                      | \$104,000         |
| 98201    | \$0        | \$14,000          | \$2,000           | \$0                                      | \$15,000          |
| 98203    | \$0        | \$19,000          | \$6,000           | \$0                                      | \$25,000          |
| 98204    | \$0        | \$24,000          | \$9,000           | \$0                                      | \$33,000          |
| 98207    | \$0        | \$2,000           | \$0               | \$0                                      | \$2,000           |

Fiscal data in this table 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).

| ZIP Code | Child Care | Investing Early   | Sustain the Gain  | Youth and Family Homelessness Prevention | Total             |
|----------|------------|-------------------|-------------------|--|-------------------|
| 98208    | \$0        | \$34,000          | \$9,000           | \$0                                      | \$43,000          |
| 98211    | \$0        | \$0               | \$0               | \$0                                      | \$0               |
| 98221    | \$0        | Less than \$1,000 | \$0               | \$0                                      | Less than \$1,000 |
| 98222    | \$0        | Less than \$1,000 | \$0               | \$0                                      | Less than \$1,000 |
| 98223    | \$0        | \$11,000          | \$3,000           | \$0                                      | \$14,000          |
| 98224    | \$0        | \$0               | \$2,000           | \$0                                      | \$2,000           |
| 98226    | \$0        | \$0               | \$3,000           | \$0                                      | \$3,000           |
| 98229    | \$0        | Less than \$1,000 | \$0               | \$0                                      | Less than \$1,000 |
| 98231    | \$0        | \$0               | \$3,000           | \$0                                      | \$3,000           |
| 98233    | \$0        | \$0               | \$1,000           | \$0                                      | \$1,000           |
| 98251    | \$0        | Less than \$1,000 | \$0               | \$0                                      | Less than \$1,000 |
| 98252    | \$0        | Less than \$1,000 | \$1,000           | \$0                                      | \$1,000           |
| 98258    | \$0        | \$12,000          | \$1,000           | \$0                                      | \$13,000          |
| 98260    | \$0        | Less than \$1,000 | \$0               | \$0                                      | Less than \$1,000 |
| 98270    | \$0        | \$1,000           | \$13,000          | \$0                                      | \$15,000          |
| 98271    | \$0        | \$2,000           | \$10,000          | \$0                                      | \$13,000          |
| 98272    | \$0        | \$8,000           | \$13,000          | \$0                                      | \$21,000          |
| 98274    | \$0        | \$0               | Less than \$1,000 | \$0                                      | Less than \$1,000 |
| 98275    | \$0        | \$2,000           | \$2,000           | \$0                                      | \$4,000           |
| 98277    | \$0        | Less than \$1,000 | \$0               | \$0                                      | Less than \$1,000 |
| 98282    | \$0        | \$2,000           | \$0               | \$0                                      | \$2,000           |
| 98284    | \$0        | \$0               | \$1,000           | \$0                                      | \$1,000           |
| 98288    | \$0        | \$9,000           | \$2,000           | \$0                                      | \$11,000          |
| 98290    | \$0        | Less than \$1,000 | \$6,000           | \$0                                      | \$7,000           |
| 98292    | \$0        | \$1,000           | \$0               | \$0                                      | \$1,000           |
| 98294    | \$0        | Less than \$1,000 | \$0               | \$0                                      | Less than \$1,000 |
| 98296    | \$0        | \$5,000           | Less than \$1,000 | \$0                                      | \$5,000           |
| 98298    | \$0        | \$0               | Less than \$1,000 | \$0                                      | Less than \$1,000 |
| 98303    | \$0        | \$3,000           | \$0               | \$0                                      | \$3,000           |
| 98308    | \$0        | Less than \$1,000 | \$0               | \$0                                      | Less than \$1,000 |
| 98310    | \$0        | \$0               | \$10,000          | \$0                                      | \$10,000          |

Fiscal data in this table 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).

| ZIP Code | Child Care | Investing Early   | Sustain the Gain  | Youth and Family Homelessness Prevention | Total             |
|----------|------------|-------------------|-------------------|--|-------------------|
| 98311    | \$0        | Less than \$1,000 | \$0               | \$0                                      | Less than \$1,000 |
| 98312    | \$0        | Less than \$1,000 | \$0               | \$0                                      | Less than \$1,000 |
| 98321    | \$0        | \$5,000           | \$1,000           | \$0                                      | \$6,000           |
| 98323    | \$0        | Less than \$1,000 | \$0               | \$0                                      | Less than \$1,000 |
| 98327    | \$0        | Less than \$1,000 | \$0               | \$0                                      | Less than \$1,000 |
| 98328    | \$0        | Less than \$1,000 | \$0               | \$0                                      | Less than \$1,000 |
| 98329    | \$0        | Less than \$1,000 | \$0               | \$0                                      | Less than \$1,000 |
| 98331    | \$0        | \$5,000           | \$0               | \$0                                      | \$5,000           |
| 98335    | \$0        | \$3,000           | \$5,000           | \$0                                      | \$8,000           |
| 98337    | \$0        | \$0               | \$1,000           | \$0                                      | \$1,000           |
| 98338    | \$0        | \$4,000           | \$5,000           | \$0                                      | \$9,000           |
| 98346    | \$0        | \$0               | \$1,000           | \$0                                      | \$1,000           |
| 98354    | \$0        | \$22,000          | \$0               | \$0                                      | \$22,000          |
| 98359    | \$0        | Less than \$1,000 | \$0               | \$0                                      | Less than \$1,000 |
| 98360    | \$0        | \$5,000           | \$0               | \$0                                      | \$5,000           |
| 98363    | \$0        | \$0               | \$4,000           | \$0                                      | \$4,000           |
| 98366    | \$0        | \$1,000           | \$3,000           | \$0                                      | \$5,000           |
| 98367    | \$0        | Less than \$1,000 | Less than \$1,000 | \$0                                      | Less than \$1,000 |
| 98371    | \$0        | \$19,000          | \$0               | \$0                                      | \$19,000          |
| 98372    | \$0        | \$23,000          | \$5,000           | \$0                                      | \$27,000          |
| 98373    | \$0        | \$16,000          | \$10,000          | \$0                                      | \$26,000          |
| 98374    | \$0        | \$35,000          | \$11,000          | \$0                                      | \$45,000          |
| 98375    | \$0        | \$34,000          | \$12,000          | \$0                                      | \$46,000          |
| 98382    | \$0        | \$0               | \$1,000           | \$0                                      | \$1,000           |
| 98383    | \$0        | \$1,000           | \$0               | \$0                                      | \$1,000           |
| 98387    | \$0        | \$20,000          | \$8,000           | \$0                                      | \$28,000          |
| 98388    | \$0        | \$2,000           | \$0               | \$0                                      | \$2,000           |
| 98390    | \$0        | \$12,000          | \$10,000          | \$0                                      | \$22,000          |
| 98391    | \$0        | \$34,000          | \$9,000           | \$0                                      | \$43,000          |
| 98392    | \$0        | Less than \$1,000 | \$0               | \$0                                      | Less than \$1,000 |
| 98396    | \$0        | \$0               | \$1,000           | \$0                                      | \$1,000           |

Fiscal data in this table 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).

| ZIP Code | Child Care | Investing Early | Sustain the Gain  | Youth and Family Homelessness Prevention | Total    |
|----------|------------|-----------------|-------------------|--|----------|
| 98402    | \$0        | \$4,000         | \$1,000           | \$0                                      | \$5,000  |
| 98403    | \$0        | \$4,000         | \$0               | \$0                                      | \$4,000  |
| 98404    | \$0        | \$36,000        | \$21,000          | \$0                                      | \$56,000 |
| 98405    | \$0        | \$4,000         | Less than \$1,000 | \$0                                      | \$4,000  |
| 98406    | \$0        | \$3,000         | \$0               | \$0                                      | \$3,000  |
| 98407    | \$0        | \$2,000         | \$1,000           | \$0                                      | \$4,000  |
| 98408    | \$0        | \$9,000         | \$14,000          | \$0                                      | \$24,000 |
| 98409    | \$0        | \$23,000        | \$20,000          | \$0                                      | \$43,000 |
| 98418    | \$0        | \$2,000         | \$13,000          | \$0                                      | \$15,000 |
| 98422    | \$0        | \$66,000        | \$19,000          | \$0                                      | \$85,000 |
| 98456    | \$0        | \$0             | \$0               | \$0                                      | \$0      |

Fiscal data in this table do not fully capture how Best Starts for Kids investments benefit residents within each ZIP Code because attribution of expenditures based on office location does not capture mobile or virtual service delivery, not all expenditures are on services (such as Evaluation, Capital Projects, and Technical Assistance and Capacity Building) and not all Best Starts investments are attributable or divisible among ZIP Codes (such as costs to manage and administer programs, and costs for programs to report performance).

Figure 5: 2022 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    | \$386,000  | \$450,000       | \$311,000        | \$0                                      | \$1,147,000 |
| 98002    | \$168,000  | \$1,158,000     | \$525,000        | \$136,000                                | \$1,987,000 |
| 98003    | \$392,000  | \$1,298,000     | \$722,000        | \$136,000                                | \$2,548,000 |
| 98004    | \$25,000   | \$0             | \$0              | \$0                                      | \$25,000    |
| 98005    | \$12,000   | \$0             | \$56,000         | \$0                                      | \$69,000    |
| 98006    | \$37,000   | \$0             | \$93,000         | \$136,000                                | \$266,000   |
| 98007    | \$168,000  | \$992,000       | \$697,000        | \$136,000                                | \$1,993,000 |
| 98008    | \$31,000   | \$163,000       | \$93,000         | \$0                                      | \$287,000   |
| 98009    | \$0        | \$191,000       | \$0              | \$0                                      | \$191,000   |
| 98010    | \$0        | \$163,000       | \$0              | \$0                                      | \$163,000   |
| 98011    | \$12,000   | \$736,000       | \$44,000         | \$0                                      | \$793,000   |
| 98012    | \$0        | \$0             | \$0              | \$0                                      | \$0         |
| 98013    | \$0        | \$0             | \$0              | \$0                                      | \$0         |
| 98014    | \$0        | \$389,000       | \$73,000         | \$0                                      | \$462,000   |
| 98015    | \$0        | \$0             | \$0              | \$0                                      | \$0         |
| 98016    | \$0        | \$0             | \$37,000         | \$0                                      | \$37,000    |
| 98017    | \$0        | \$0             | \$0              | \$0                                      | \$0         |
| 98018    | \$0        | \$0             | \$0              | \$0                                      | \$0         |
| 98019    | \$0        | \$0             | \$0              | \$0                                      | \$0         |
| 98020    | \$0        | \$0             | \$0              | \$0                                      | \$0         |
| 98021    | \$6,000    | \$0             | \$44,000         | \$0                                      | \$50,000    |
| 98022    | \$44,000   | \$354,000       | \$81,000         | \$0                                      | \$478,000   |
| 98023    | \$280,000  | \$198,000       | \$501,000        | \$0                                      | \$979,000   |
| 98024    | \$0        | \$0             | \$44,000         | \$0                                      | \$44,000    |
| 98025    | \$0        | \$0             | \$0              | \$0                                      | \$0         |
| 98026    | \$19,000   | \$0             | \$0              | \$0                                      | \$19,000    |
| 98027    | \$37,000   | \$443,000       | \$93,000         | \$0                                      | \$573,000   |
| 98028    | \$19,000   | \$0             | \$44,000         | \$0                                      | \$63,000    |
| 98029    | \$19,000   | \$196,000       | \$0              | \$136,000                                | \$351,000   |

Fiscal data in this table do not fully capture how Best Starts for Kids investments benefit residents within each ZIP Code because attribution of expenditures based on office location does not capture mobile or virtual service delivery, not all expenditures are on services (such as Evaluation, Capital Projects, and Technical Assistance and Capacity Building) and not all Best Starts investments are attributable or divisible among ZIP Codes (such as costs to manage and administer programs, and costs for programs to report performance).

| ZIP Code | Child Care | Investing Early | Sustain the Gain | Youth and Family Homelessness Prevention | Total       |
|----------|------------|-----------------|------------------|--|-------------|
| 98030    | \$417,000  | \$1,778,000     | \$972,000        | \$136,000                                | \$3,303,000 |
| 98031    | \$361,000  | \$776,000       | \$441,000        | \$136,000                                | \$1,713,000 |
| 98032    | \$411,000  | \$3,205,000     | \$1,425,000      | \$408,000                                | \$5,449,000 |
| 98033    | \$12,000   | \$163,000       | \$93,000         | \$0                                      | \$268,000   |
| 98034    | \$50,000   | \$354,000       | \$0              | \$0                                      | \$404,000   |
| 98035    | \$0        | \$0             | \$0              | \$0                                      | \$0         |
| 98036    | \$0        | \$0             | \$0              | \$0                                      | \$0         |
| 98037    | \$0        | \$0             | \$0              | \$0                                      | \$0         |
| 98038    | \$62,000   | \$95,000        | \$44,000         | \$0                                      | \$202,000   |
| 98039    | \$0        | \$0             | \$0              | \$0                                      | \$0         |
| 98040    | \$6,000    | \$0             | \$44,000         | \$0                                      | \$50,000    |
| 98041    | \$0        | \$0             | \$0              | \$0                                      | \$0         |
| 98042    | \$287,000  | \$450,000       | \$181,000        | \$272,000                                | \$1,188,000 |
| 98043    | \$6,000    | \$0             | \$0              | \$0                                      | \$6,000     |
| 98045    | \$0        | \$573,000       | \$44,000         | \$0                                      | \$617,000   |
| 98046    | \$0        | \$0             | \$0              | \$0                                      | \$0         |
| 98047    | \$56,000   | \$196,000       | \$0              | \$0                                      | \$252,000   |
| 98048    | \$0        | \$0             | \$0              | \$0                                      | \$0         |
| 98050    | \$0        | \$0             | \$0              | \$0                                      | \$0         |
| 98051    | \$0        | \$0             | \$44,000         | \$0                                      | \$44,000    |
| 98052    | \$19,000   | \$163,000       | \$93,000         | \$136,000                                | \$410,000   |
| 98053    | \$0        | \$0             | \$0              | \$0                                      | \$0         |
| 98055    | \$168,000  | \$219,000       | \$220,000        | \$0                                      | \$607,000   |
| 98056    | \$44,000   | \$517,000       | \$687,000        | \$136,000                                | \$1,384,000 |
| 98057    | \$37,000   | \$1,070,000     | \$912,000        | \$408,000                                | \$2,427,000 |
| 98058    | \$137,000  | \$415,000       | \$216,000        | \$0                                      | \$768,000   |
| 98059    | \$106,000  | \$0             | \$255,000        | \$0                                      | \$361,000   |
| 98062    | \$0        | \$0             | \$0              | \$0                                      | \$0         |
| 98063    | \$0        | \$0             | \$0              | \$0                                      | \$0         |
| 98064    | \$0        | \$0             | \$184,000        | \$0                                      | \$184,000   |
| 98065    | \$6,000    | \$631,000       | \$44,000         | \$0                                      | \$682,000   |

Fiscal data in this table do not fully capture how Best Starts for Kids investments benefit residents within each ZIP Code because attribution of expenditures based on office location does not capture mobile or virtual service delivery, not all expenditures are on services (such as Evaluation, Capital Projects, and Technical Assistance and Capacity Building) and not all Best Starts investments are attributable or divisible among ZIP Codes (such as costs to manage and administer programs, and costs for programs to report performance).

| ZIP Code | Child Care | Investing Early | Sustain the Gain | Youth and Family Homelessness Prevention | Total       |
|----------|------------|-----------------|------------------|--|-------------|
| 98068    | \$0        | \$0             | \$0              | \$0                                      | \$0         |
| 98070    | \$37,000   | \$654,000       | \$405,000        | \$0                                      | \$1,096,000 |
| 98071    | \$0        | \$0             | \$0              | \$0                                      | \$0         |
| 98072    | \$19,000   | \$0             | \$44,000         | \$0                                      | \$63,000    |
| 98073    | \$0        | \$0             | \$0              | \$0                                      | \$0         |
| 98074    | \$19,000   | \$0             | \$0              | \$0                                      | \$19,000    |
| 98075    | \$0        | \$0             | \$0              | \$0                                      | \$0         |
| 98076    | \$12,000   | \$0             | \$0              | \$0                                      | \$12,000    |
| 98077    | \$0        | \$0             | \$44,000         | \$0                                      | \$44,000    |
| 98083    | \$0        | \$0             | \$0              | \$0                                      | \$0         |
| 98085    | \$0        | \$0             | \$0              | \$0                                      | \$0         |
| 98087    | \$0        | \$0             | \$0              | \$0                                      | \$0         |
| 98090    | \$0        | \$0             | \$0              | \$0                                      | \$0         |
| 98092    | \$69,000   | \$573,000       | \$595,000        | \$0                                      | \$1,237,000 |
| 98093    | \$0        | \$0             | \$0              | \$0                                      | \$0         |
| 98095    | \$0        | \$0             | \$0              | \$0                                      | \$0         |
| 98098    | \$0        | \$0             | \$0              | \$0                                      | \$0         |
| 98099    | \$0        | \$0             | \$0              | \$0                                      | \$0         |
| 98101    | \$25,000   | \$0             | \$99,000         | \$0                                      | \$124,000   |
| 98102    | \$19,000   | \$0             | \$73,000         | \$0                                      | \$92,000    |
| 98103    | \$37,000   | \$389,000       | \$171,000        | \$0                                      | \$597,000   |
| 98104    | \$100,000  | \$423,000       | \$549,000        | \$136,000                                | \$1,207,000 |
| 98105    | \$87,000   | \$163,000       | \$225,000        | \$0                                      | \$475,000   |
| 98106    | \$149,000  | \$389,000       | \$699,000        | \$0                                      | \$1,237,000 |
| 98107    | \$12,000   | \$0             | \$0              | \$0                                      | \$12,000    |
| 98108    | \$137,000  | \$1,137,000     | \$1,175,000      | \$136,000                                | \$2,585,000 |
| 98109    | \$6,000    | \$163,000       | \$241,000        | \$0                                      | \$411,000   |
| 98110    | \$0        | \$0             | \$0              | \$0                                      | \$0         |
| 98111    | \$0        | \$0             | \$0              | \$0                                      | \$0         |
| 98112    | \$12,000   | \$198,000       | \$190,000        | \$0                                      | \$400,000   |
| 98113    | \$0        | \$0             | \$0              | \$0                                      | \$0         |

Fiscal data in this table do not fully capture how Best Starts for Kids investments benefit residents within each ZIP Code because attribution of expenditures based on office location does not capture mobile or virtual service delivery, not all expenditures are on services (such as Evaluation, Capital Projects, and Technical Assistance and Capacity Building) and not all Best Starts investments are attributable or divisible among ZIP Codes (such as costs to manage and administer programs, and costs for programs to report performance).

| ZIP Code | Child Care | Investing Early | Sustain the Gain | Youth and Family Homelessness Prevention | Total       |
|----------|------------|-----------------|------------------|--|-------------|
| 98114    | \$0        | \$0             | \$0              | \$0                                      | \$0         |
| 98115    | \$62,000   | \$163,000       | \$346,000        | \$0                                      | \$572,000   |
| 98116    | \$0        | \$0             | \$156,000        | \$0                                      | \$156,000   |
| 98117    | \$0        | \$219,000       | \$441,000        | \$0                                      | \$660,000   |
| 98118    | \$168,000  | \$2,730,000     | \$2,410,000      | \$272,000                                | \$5,579,000 |
| 98119    | \$31,000   | \$0             | \$0              | \$0                                      | \$31,000    |
| 98121    | \$0        | \$389,000       | \$0              | \$0                                      | \$389,000   |
| 98122    | \$37,000   | \$675,000       | \$728,000        | \$0                                      | \$1,440,000 |
| 98123    | \$0        | \$0             | \$0              | \$0                                      | \$0         |
| 98124    | \$0        | \$0             | \$0              | \$0                                      | \$0         |
| 98125    | \$50,000   | \$1,151,000     | \$524,000        | \$0                                      | \$1,725,000 |
| 98126    | \$249,000  | \$354,000       | \$499,000        | \$0                                      | \$1,103,000 |
| 98127    | \$0        | \$0             | \$0              | \$0                                      | \$0         |
| 98128    | \$0        | \$0             | \$0              | \$0                                      | \$0         |
| 98129    | \$0        | \$0             | \$0              | \$0                                      | \$0         |
| 98130    | \$0        | \$0             | \$0              | \$0                                      | \$0         |
| 98131    | \$0        | \$0             | \$0              | \$0                                      | \$0         |
| 98132    | \$0        | \$0             | \$227,000        | \$0                                      | \$227,000   |
| 98133    | \$106,000  | \$517,000       | \$502,000        | \$0                                      | \$1,125,000 |
| 98134    | \$6,000    | \$0             | \$56,000         | \$136,000                                | \$198,000   |
| 98135    | \$0        | \$0             | \$0              | \$0                                      | \$0         |
| 98136    | \$6,000    | \$0             | \$0              | \$0                                      | \$6,000     |
| 98138    | \$0        | \$0             | \$0              | \$0                                      | \$0         |
| 98139    | \$0        | \$0             | \$0              | \$0                                      | \$0         |
| 98140    | \$0        | \$0             | \$0              | \$0                                      | \$0         |
| 98141    | \$0        | \$34,000        | \$0              | \$0                                      | \$34,000    |
| 98143    | \$0        | \$0             | \$0              | \$0                                      | \$0         |
| 98144    | \$174,000  | \$2,618,000     | \$1,474,000      | \$272,000                                | \$4,539,000 |
| 98145    | \$0        | \$0             | \$0              | \$0                                      | \$0         |
| 98146    | \$193,000  | \$443,000       | \$1,580,000      | \$0                                      | \$2,215,000 |
| 98147    | \$0        | \$0             | \$0              | \$0                                      | \$0         |

Fiscal data in this table do not fully capture how Best Starts for Kids investments benefit residents within each ZIP Code because attribution of expenditures based on office location does not capture mobile or virtual service delivery, not all expenditures are on services (such as Evaluation, Capital Projects, and Technical Assistance and Capacity Building) and not all Best Starts investments are attributable or divisible among ZIP Codes (such as costs to manage and administer programs, and costs for programs to report performance).

| ZIP Code | Child Care | Investing Early | Sustain the Gain | Youth and Family Homelessness Prevention | Total       |
|----------|------------|-----------------|------------------|--|-------------|
| 98148    | \$137,000  | \$427,000       | \$93,000         | \$0                                      | \$656,000   |
| 98153    | \$0        | \$0             | \$0              | \$0                                      | \$0         |
| 98154    | \$0        | \$0             | \$0              | \$0                                      | \$0         |
| 98155    | \$50,000   | \$1,026,000     | \$56,000         | \$0                                      | \$1,132,000 |
| 98158    | \$0        | \$34,000        | \$227,000        | \$0                                      | \$262,000   |
| 98160    | \$0        | \$0             | \$0              | \$0                                      | \$0         |
| 98164    | \$0        | \$0             | \$0              | \$0                                      | \$0         |
| 98165    | \$0        | \$0             | \$0              | \$0                                      | \$0         |
| 98166    | \$174,000  | \$677,000       | \$635,000        | \$0                                      | \$1,487,000 |
| 98168    | \$617,000  | \$69,000        | \$930,000        | \$136,000                                | \$1,751,000 |
| 98169    | \$0        | \$0             | \$0              | \$0                                      | \$0         |
| 98173    | \$0        | \$0             | \$0              | \$0                                      | \$0         |
| 98174    | \$0        | \$34,000        | \$0              | \$0                                      | \$34,000    |
| 98175    | \$0        | \$0             | \$0              | \$0                                      | \$0         |
| 98176    | \$0        | \$0             | \$0              | \$0                                      | \$0         |
| 98177    | \$0        | \$0             | \$112,000        | \$0                                      | \$112,000   |
| 98178    | \$193,000  | \$748,000       | \$732,000        | \$0                                      | \$1,673,000 |
| 98181    | \$0        | \$0             | \$0              | \$0                                      | \$0         |
| 98183    | \$0        | \$0             | \$0              | \$0                                      | \$0         |
| 98185    | \$0        | \$0             | \$0              | \$0                                      | \$0         |
| 98188    | \$392,000  | \$1,435,000     | \$1,142,000      | \$136,000                                | \$3,105,000 |
| 98189    | \$0        | \$0             | \$0              | \$0                                      | \$0         |
| 98192    | \$0        | \$0             | \$0              | \$0                                      | \$0         |
| 98195    | \$0        | \$0             | \$56,000         | \$0                                      | \$56,000    |
| 98198    | \$299,000  | \$746,000       | \$864,000        | \$408,000                                | \$2,316,000 |
| 98199    | \$6,000    | \$249,000       | \$0              | \$0                                      | \$255,000   |
| 98201    | \$0        | \$0             | \$0              | \$0                                      | \$0         |
| 98203    | \$0        | \$0             | \$0              | \$0                                      | \$0         |
| 98204    | \$0        | \$0             | \$0              | \$0                                      | \$0         |
| 98207    | \$0        | \$0             | \$0              | \$0                                      | \$0         |
| 98208    | \$0        | \$0             | \$0              | \$0                                      | \$0         |

Fiscal data in this table do not fully capture how Best Starts for Kids investments benefit residents within each ZIP Code because attribution of expenditures based on office location does not capture mobile or virtual service delivery, not all expenditures are on services (such as Evaluation, Capital Projects, and Technical Assistance and Capacity Building) and not all Best Starts investments are attributable or divisible among ZIP Codes (such as costs to manage and administer programs, and costs for programs to report performance).

| ZIP Code | Child Care | Investing Early | Sustain the Gain | Youth and Family Homelessness Prevention | Total     |
|----------|------------|-----------------|------------------|--|-----------|
| 98211    | \$0        | \$0             | \$44,000         | \$0                                      | \$44,000  |
| 98221    | \$0        | \$0             | \$0              | \$0                                      | \$0       |
| 98222    | \$0        | \$0             | \$0              | \$0                                      | \$0       |
| 98223    | \$0        | \$0             | \$0              | \$0                                      | \$0       |
| 98224    | \$0        | \$0             | \$0              | \$0                                      | \$0       |
| 98226    | \$0        | \$0             | \$0              | \$0                                      | \$0       |
| 98229    | \$0        | \$0             | \$0              | \$0                                      | \$0       |
| 98231    | \$0        | \$0             | \$0              | \$0                                      | \$0       |
| 98233    | \$0        | \$0             | \$0              | \$0                                      | \$0       |
| 98251    | \$0        | \$0             | \$0              | \$0                                      | \$0       |
| 98252    | \$0        | \$0             | \$0              | \$0                                      | \$0       |
| 98258    | \$0        | \$0             | \$0              | \$0                                      | \$0       |
| 98260    | \$0        | \$0             | \$0              | \$0                                      | \$0       |
| 98270    | \$0        | \$0             | \$0              | \$0                                      | \$0       |
| 98271    | \$6,000    | \$0             | \$0              | \$0                                      | \$6,000   |
| 98272    | \$0        | \$0             | \$0              | \$0                                      | \$0       |
| 98274    | \$0        | \$0             | \$0              | \$0                                      | \$0       |
| 98275    | \$0        | \$0             | \$0              | \$0                                      | \$0       |
| 98277    | \$0        | \$0             | \$0              | \$0                                      | \$0       |
| 98282    | \$0        | \$0             | \$0              | \$0                                      | \$0       |
| 98284    | \$0        | \$0             | \$0              | \$0                                      | \$0       |
| 98288    | \$0        | \$0             | \$0              | \$0                                      | \$0       |
| 98290    | \$0        | \$0             | \$0              | \$0                                      | \$0       |
| 98292    | \$0        | \$0             | \$0              | \$0                                      | \$0       |
| 98294    | \$0        | \$0             | \$0              | \$0                                      | \$0       |
| 98296    | \$0        | \$0             | \$0              | \$0                                      | \$0       |
| 98298    | \$0        | \$0             | \$0              | \$0                                      | \$0       |
| 98303    | \$0        | \$0             | \$0              | \$0                                      | \$0       |
| 98308    | \$0        | \$0             | \$0              | \$0                                      | \$0       |
| 98310    | \$0        | \$0             | \$0              | \$0                                      | \$0       |
| 98311    | \$0        | \$280,000       | \$0              | \$0                                      | \$280,000 |

Fiscal data in this table do not fully capture how Best Starts for Kids investments benefit residents within each ZIP Code because attribution of expenditures based on office location does not capture mobile or virtual service delivery, not all expenditures are on services (such as Evaluation, Capital Projects, and Technical Assistance and Capacity Building) and not all Best Starts investments are attributable or divisible among ZIP Codes (such as costs to manage and administer programs, and costs for programs to report performance).

| ZIP Code | Child Care | Investing Early | Sustain the Gain | Youth and Family Homelessness Prevention | Total    |
|----------|------------|-----------------|------------------|--|----------|
| 98312    | \$0        | \$0             | \$0              | \$0                                      | \$0      |
| 98321    | \$0        | \$0             | \$0              | \$0                                      | \$0      |
| 98323    | \$0        | \$0             | \$0              | \$0                                      | \$0      |
| 98327    | \$0        | \$0             | \$0              | \$0                                      | \$0      |
| 98328    | \$0        | \$0             | \$0              | \$0                                      | \$0      |
| 98329    | \$0        | \$0             | \$0              | \$0                                      | \$0      |
| 98331    | \$0        | \$0             | \$0              | \$0                                      | \$0      |
| 98335    | \$0        | \$0             | \$0              | \$0                                      | \$0      |
| 98337    | \$0        | \$0             | \$0              | \$0                                      | \$0      |
| 98338    | \$0        | \$0             | \$0              | \$0                                      | \$0      |
| 98346    | \$0        | \$0             | \$0              | \$0                                      | \$0      |
| 98354    | \$0        | \$0             | \$0              | \$0                                      | \$0      |
| 98359    | \$0        | \$0             | \$0              | \$0                                      | \$0      |
| 98360    | \$0        | \$0             | \$0              | \$0                                      | \$0      |
| 98363    | \$0        | \$0             | \$0              | \$0                                      | \$0      |
| 98366    | \$0        | \$0             | \$0              | \$0                                      | \$0      |
| 98367    | \$0        | \$0             | \$0              | \$0                                      | \$0      |
| 98371    | \$0        | \$0             | \$0              | \$0                                      | \$0      |
| 98372    | \$0        | \$0             | \$0              | \$0                                      | \$0      |
| 98373    | \$0        | \$0             | \$0              | \$0                                      | \$0      |
| 98374    | \$0        | \$0             | \$0              | \$0                                      | \$0      |
| 98375    | \$0        | \$0             | \$0              | \$0                                      | \$0      |
| 98382    | \$0        | \$0             | \$0              | \$0                                      | \$0      |
| 98383    | \$0        | \$0             | \$0              | \$0                                      | \$0      |
| 98387    | \$0        | \$0             | \$0              | \$0                                      | \$0      |
| 98388    | \$0        | \$0             | \$0              | \$0                                      | \$0      |
| 98390    | \$0        | \$34,000        | \$0              | \$0                                      | \$34,000 |
| 98391    | \$0        | \$0             | \$0              | \$0                                      | \$0      |
| 98392    | \$0        | \$0             | \$0              | \$0                                      | \$0      |
| 98396    | \$0        | \$0             | \$0              | \$0                                      | \$0      |
| 98402    | \$0        | \$0             | \$0              | \$0                                      | \$0      |

Fiscal data in this table do not fully capture how Best Starts for Kids investments benefit residents within each ZIP Code because attribution of expenditures based on office location does not capture mobile or virtual service delivery, not all expenditures are on services (such as Evaluation, Capital Projects, and Technical Assistance and Capacity Building) and not all Best Starts investments are attributable or divisible among ZIP Codes (such as costs to manage and administer programs, and costs for programs to report performance).

| ZIP Code | Child Care | Investing Early | Sustain the Gain | Youth and Family Homelessness Prevention | Total    |
|----------|------------|-----------------|------------------|--|----------|
| 98403    | \$0        | \$0             | \$0              | \$0                                      | \$0      |
| 98404    | \$19,000   | \$0             | \$0              | \$0                                      | \$19,000 |
| 98405    | \$6,000    | \$0             | \$56,000         | \$0                                      | \$62,000 |
| 98406    | \$0        | \$0             | \$0              | \$0                                      | \$0      |
| 98407    | \$0        | \$0             | \$0              | \$0                                      | \$0      |
| 98408    | \$0        | \$0             | \$0              | \$0                                      | \$0      |
| 98409    | \$0        | \$0             | \$0              | \$0                                      | \$0      |
| 98418    | \$0        | \$0             | \$0              | \$0                                      | \$0      |
| 98422    | \$12,000   | \$0             | \$0              | \$0                                      | \$12,000 |
| 98456    | \$0        | \$0             | \$44,000         | \$0                                      | \$44,000 |