



INFORMATIONAL MEMORANDUM

TO: Community Development and Neighborhoods Committee

FROM: Stacy Hansen, Human Services Program Coordinator

CC: Mayor Ekberg

DATE: 11-15-17

SUBJECT: Human Services Plan

ISSUE

Staff would like to discuss the newly developed work plan for the Human Services Program.

BACKGROUND

With staff transitions an opportunity arose to assess the operational, funding, strategic and reporting structure of the human services program. During the last five months, staff held meetings and mini focus groups collecting information from internal and external partners on current needs and gaps, best practices and the organizational benefits that occur when a program becomes part of a larger division. While Tukwila is acknowledged regionally as having many best practices already in place, there were four main gap areas identified; more meaningful partnerships, increase flexibility in spending, creative, out-of-the-box problem solving, utilizing available technology to reduce paperwork and streamline processes.

DISCUSSION

After analyzing the data collected from key stakeholders, staff developed the Human Services Plan. The plan describes short, medium and long-term goals that align with the second Strategic Goal, 'A solid foundation for all Tukwila residents', we also focused our efforts on activities that alignment with the biennium priorities including 'leverage effective partnerships and collaborations' and ensuring organizational effectiveness. While the Human Services Plan is a guiding tool for the future, our intent was to create a flexible foundation that can grow and adapt as community needs, funding and priorities change.

FINANCIAL IMPACT

Any flexible funding items that would be purchased, are included in the Human Services contingency fund, which is built into the professional services budget. It is estimated that \$3000-\$5000 would be spent annually on items such as bus tickets, grocery gift cards, gas station gift cards, metro bus tickets, personal hygiene supplies, etc.

RECOMMENDATION

The Committee is being asked to forward the Human Services Plan to the Committee of the Whole meeting on December 11, 2017 for consensus.

ATTACHMENTS

Human Services Plan



City of Tukwila

Human Services Strategic Plan 2017

Human Services Statement of Purpose

The City strives to create a healthy, stable, safe, interconnected community where basic human service needs for all Tukwila residents are met in an accessible, compassionate, respectful environment.

The delivery of human services by the City of Tukwila facilitates the stability, independence and self-sufficiency of its residents through collaborative, professional and responsive practices. The City values inclusive resources and supports empowered decision-making, while delivering thoughtful and compassionate customer service.

Introduction

The City of Tukwila has a long history of supporting the most vulnerable in our community. In 1991, the Human Services Division was created in the Mayor's office to provide referral, financial and other assistance to Tukwila residents in need. City staff provide direct service work, such as connecting residents with external referral resources, managing and implementing the Minor Home Repair Program, and overseeing contracts with various agencies that provide specific services to Tukwila residents. Tukwila's provision of direct service is rare in King County; most cities contract with agencies who do all intake and referral on behalf of the municipality. However, providing direct service to Tukwila residents is a key bedrock of the program, benefiting residents with expedited access to much-needed services.

With the retirement of the long-time Human Services manager, and the creation of the Community Services and Engagement Division in the Mayor's Office, the City has the opportunity to look at the provision of human services with fresh eyes, analyze the efficacy of different programs, and develop strengthened collaborations to create an improved program. Bringing Human Services under the Community Services and Engagement Division – which also

includes communications, government relations and community engagement functions – provides additional resources to the Human Services program, both in terms of staff, knowledge transfer and policy development.

This is an exciting time for human services in the City of Tukwila and an opportunity to ensure that our efforts in this field are the most effective, compassionate, collaborative and responsible.

Presented here are short-, medium- and long-term work plans for Human Services in the City of Tukwila. This is intended to be a dynamic document that will serve as a guide and reference. Where specific changes to prior practices and programs are suggested, an accompanying analysis and reasoning is included. Of course, any changes will need to be agreed to by both the Mayor and City Council. Also included is additional background on Tukwila's history of providing human services, community characteristics, trends and regional efforts. It is anticipated that this document will be refreshed on a biennial basis, coinciding with the City's budget process, to provide City leaders, staff and the broader community with a better understanding of the provision of human services in the City of Tukwila.

Background

The Human Services program in the City of Tukwila is divided into the following areas:

Direct Service – Working with Tukwila residents to do intake and referral to one or more of the 34 agencies (representing 42 programs) that the City contracts with on an annual basis. Services can be over the phone or in person, and cover a wide variety of issues from food insecurity to housing to utility payment assistance. City staff also assist with providing some basic hygiene, diapers and other supplies collected largely through Citywide staff donations. In the first half of 2017, Human Services staff had 766 discrete information and referral contacts with Tukwila residents, and turned away an additional 61 potential clients who were found to not be Tukwila residents. This represents a typical year.

Contract Compliance – As mentioned above, the City contracts with 34 different agencies (see Appendix A) to provide services to Tukwila residents. Tukwila is part of the Human Services Funding Consortium (HSFC), comprised of 17 east, north and south King County cities that share a common RFP, reporting and compliance process. The benefit is that, while Tukwila contracts with 42 individual programs, because of the HSFC, staff only has to manage 30 contracts and monitor 10 programs because other cities are managing/monitoring those contracts (and reimbursement of quarterly bills) on behalf of Tukwila, and vice versa. This sharing of resources allows all participating cities to stretch resources considerably. The agencies that contract with Tukwila span a variety of services, from mental health to domestic violence to job training. Through the development of this plan, it became clear that the services fall into the following four categories, which are the top priorities for human services in Tukwila:

- ▶ Wellness
- ▶ Housing
- ▶ Food security
- ▶ Support for independence

Minor Home Repair Program – Tukwila serves as the fiscal agent for the Minor Home Repair Program for the Cities of Tukwila, SeaTac, Covington and Des Moines. On an annual basis, the four cities jointly apply for Federal CDBG funds that are distributed through King County. None of the cities are large enough to receive a direct allocation. In the 2016 funding cycle ending in the fall of 2017, the Cities of SeaTac, Covington, Des Moines and Tukwila each received an allocation of \$31,625. The 2017 funding cycle, which will begin in December of 2017, is \$10,000 less than 2016 and the 2018 cycle significantly less than that. As the fiscal agent, Tukwila staff processes and pays the bills up front for all the cities, and does all the required paperwork – including the application and arduous quarterly paperwork – to be paid back by King County through CDBG funds. As with most federal programs, the paperwork requirements are excessive. In addition, because two of the three partner cities do not have full-time human services staff, paperwork is often incomplete and the partner cities require significant technical assistance, both of which devour a significant amount of Tukwila staff's time. While formal tracking of staff time did not begin until July of 2017, it is estimated that the previous Human Services Manager spent at least 20% of her time on this program, with additional staff time from her colleague at approximately 10%. Please see Appendix B for more information on the analysis of staff time, city resources and CDBG grant funding.

Regional Collaboration – Tukwila has a longstanding history of regional collaboration on human services issues and programs. Examples of these include the monthly Immigrant and Refugee Forum, Tukwila School District Human Services meeting, Funded Providers quarterly meetings, South King County Housing and Homelessness Partnership, South King County Human Services Planners meeting, Bank On Seattle-King County monthly meetings, and many more. Previously,

staff participated in a wide variety of such forums. The City is currently evaluating all such efforts with a strong eye on aligning regional collaboration around the four priorities identified above to ensure an efficient use of staff time and resources.

Local Collaboration - The City has had a long and vibrant relationship with the Tukwila School District to support local families since the early 1990's. While Tukwila's demographics have changed significantly in the last 25+ years, Human Services and the TSD have maintained a strong partnership and collaboration to address the ever-changing needs of a growing, economically-challenged school district population. This effort will continue under the new structure of the Community Services and Engagement Division. Human Services staff works closely with teachers, social workers, counselors and district administrative staff who make direct referrals for families who are experiencing significant emotional and financial need. Since 1991, Tukwila has provided funding that places mental health therapists in each Tukwila school as well as a substance abuse counselor at Foster to assist district social workers and counselors with their large case load, often eliminating wait lists. The City also provides funding for short-term, intensive in-home therapy for children and parents in serious crisis who are referred by social workers and teachers, as well as a school-based liaison who connects students experiencing significant barriers with tangible, non-academic resources to ensure their success in school. These specific school-based services, ongoing collaboration for direct financial assistance, and a seat on the Human Services Advisory Board ensures that needs and trends are identified and that funding recommendations address barriers and minimize gaps in services.

"Parallel Process" – The intent of the Parallel Process was to create an opportunity for inexperienced, grassroots agencies not previously funded, who serve the under-represented populations in the three partner cities, Kent, Federal Way and Tukwila. These agencies were given the opportunity to apply for city funds if they met certain criteria. The three cities created an easier RFP and quarterly billing process for these organizations with the idea that the cities would provide on-going technical assistance to these newly-funded non-profits. The goal was to equip these agencies with skills to create more compelling, competitive grant responses that accurately capture the work they provide to our communities while demonstrating results based on their programming.

Human Services Advisory Board – A seven-member team representing a diverse perspective from a variety of expertise areas that offers funding and policy recommendations to the Tukwila Mayor and City Council. The Board focuses on a holistic and balanced approach to address a variety of complex social service needs that impact the stability and well-being of Tukwila residents. The Board meets five to nine times a year, focusing on a self-identified work plan that may include addressing current trends, recommendations on funding, advocating for policy change, and visiting local non-profits that provide services to our community members.

The Need

Without overwhelming the reader with statistics traditionally found in a needs assessment document, general agreement as to the need for the provision of human services in the City of Tukwila is imperative. For almost every way of measuring such need, Tukwila is a standout in King County and, often, in the state and country. Here are some highlights:

Income & Employment

- ▶ Tukwila's median income is 40% of King County's as a whole
- ▶ The City of Tukwila has the highest rate of people living in poverty in King County at 23.7% (King County average is 9.8%)
- ▶ 23.7% of families in Tukwila are below the poverty line, 15% in Washington State
- ▶ 79.8% of students in the Tukwila School District receive free or reduced-cost lunch, compared to 35.4% in King County, 45.9% in Washington State, and 52% in the US
- ▶ 4.3% unemployment rate, compared with King County at 2.8%

Population

- ▶ 19,765 current residents
- ▶ Majority minority population
- ▶ Median age is 33.7
- ▶ 11,911 native born
- ▶ 7,846 foreign born
- ▶ 3,630 foreign born are naturalized citizens
- ▶ 4,216 are not citizens

Households and Housing

- ▶ 7,157 total households
- ▶ 3,105 owner-occupied – 43.4%, compared with 59% of King County being owner-occupied
- ▶ 4,052 renter-occupied – 56.6%
- ▶ 5.9% of households are seniors living alone, or 420 people
- ▶ Average rent for a one-bedroom: \$1,002
- ▶ Average rent for a two-bedroom: \$1,321
- ▶ Average rent for a three-bedroom: \$1,575
- ▶ Average rent per unit in 2013 – \$925; today it is \$1,200, or a 23% increase
- ▶ Average vacancy rate in 2013 was 7.5%; today it is 3.2%
- ▶ 59.2% of renter-occupied households spend more than 30% of their income on rent

Key issues gleaned from these statistics show that while Tukwila is more affordable than many places in King County, the incomes of its residents are significantly less than the surrounding region. High levels of people of color, poverty, homelessness, foreign-born and renters present a population facing a large number of disparities. These manifest themselves in a variety of ways, including health outcomes, food insecurity, education attainment and concern of stereotyping poverty with crime. As such, the need for human services in Tukwila – and specifically the unique direct services provided by the City – is recognized throughout the community.

Tukwila Pantry



Trends

It is important to note that some ongoing trends will continue to affect the provision of human services in Tukwila, some with greater degrees of influence than others. The City and key stakeholders must continue to monitor these issues and respond accordingly. As some of these issues highlighted below wane and others grow, it will be key that staff is cognizant of the nuances and potential effects they may have on human services and the population served in Tukwila.

- ▶ Ongoing rise in housing costs, including significantly increasing utility costs, continues to put a burden on Tukwila families, and lead to other critical issues such as food insecurity, homelessness, debt and displacement. Current concerns that ongoing gentrification will lead to displacement of many Tukwila families to lower-priced areas is a real fear.
- ▶ Continued heightened income disparity with the flattening of family-wage jobs and the increase of lower-wage service work leave many Tukwila residents with few tools to deal with ongoing cost of living and housing escalation.
- ▶ Potential and real federal government disinvestment in key programs such as Medicaid, CDBG funding, social security, EBT (food stamps), low-cost health insurance and other “safety net” sources will likely put additional pressure on the City to fund programs that support the City’s most vulnerable populations.
- ▶ We continue to see single, isolated, disabled adults and seniors who lack a sense of community connection/support. With the construction of new subsidized senior housing at Tukwila Village, Tukwila will see an influx of seniors. It is unknown what effects that will have on human services in Tukwila but will need to be monitored moving forward.

Case #1: Helping Tukwila Families

A Tukwila teacher referred a behaviorally disruptive child to the school social worker for support. Due to the urgency of need and case load capacity, the social worker referred the child to Renton Area Youth and Family Services (RAYS), a school-based mental health therapy program funded by the City of Tukwila. While working with the child, significant underlying issues were discovered. The RAYS therapist referred the entire family to an intensive, in-home mental health therapy program also receiving City of Tukwila human services funding – Parents and Children Together (PACT) – to mitigate CPS involvement. During intensive therapy, the parent revealed considerable financial stress including a pending eviction and utility shut-off. The PACT therapist contacted human services staff who was able to cost share financial aid with another human services-funded agency, and leverage additional funding through a local agency with different sources of funding. The family was able to complete therapy, avoid CPS involvement, and stabilize their housing with financial assistance.

Additional Information Gathering

Current human services staff held small focus group-like meetings with a variety of internal and external Stakeholders. They discussed the status of the provision of human services in Tukwila today, suggestions for change, upcoming trends and other information gathering. These interviews proved very valuable in informing this plan, and rendered three major themes:

Enhance partnerships – It was identified early on that there is significant opportunity to increase partnerships to better leverage the provision of human services. This was found both on an internal level with other departments, as well as with external organizations. Examples include better coordinating with Tukwila Parks and Recreation on key issues such as showers and other hygiene needs by the local homeless population, and increased collaboration with the Tukwila Fire Department to deal with frequent callers to 911 who need something other than first responder assistance. Examples of enhanced external partnerships include more collaboration with direct service organizations on key issues such as food security and a clothing bank for adults.

Need to increase flexible spending – Both internal and external partners identified the need for increased flexible spending opportunities to help with basic needs in the community. As Tukwila Police officers have increased interactions

with the City's homeless individuals that include senior citizens, the medically frail, or parents with infants, they have identified a funding need for short-term hotel stays to stabilize individuals and connect them with services. Other similar referrals may come from organizational partners such as the Tukwila Pantry and the school district. Currently, there is a very limited amount of City of Tukwila Human Services funding available for such Contingencies. For example, the Police Department gets \$500 annually to lodge domestic violence victims, medically fragile homeless individuals, etc., in motels for emergent one- to two-day stays. There is room in Human Services' existing budget to fund more flexible services such as bus passes, additional vouchers and emergency gift cards.

Focus on creative problem solving to fill in the gaps – Once again, the message from both internal and external voices was consistent that providers must become more creative in addressing service gaps in our community. One area where this is pronounced is with Code Enforcement staff, who see many clients that are also being serviced by Human Services due to age, income, disability and other issues. Many Code Enforcement-related issues are, at their core, due to issues such as age and income. Additional collaboration between Code Enforcement and Human Services – in a creative outside-the box way, may result in better outcomes for the broader community.

Case #2: Helping Veterans in Tukwila

A newly-disabled, wheelchair-bound veteran was released from the hospital and found that, during his extended hospital stay, his rent was unpaid and he was scheduled to be evicted in three days. A Veterans Case Manager familiar with the City of Tukwila referred this resident, and staff was able to approve and expedite his rental assistance pledge through a human services-funded emergency assistance program at Catholic Community Services. Not only was the rent paid current and the eviction voided, but Catholic Community Services was able to leverage veterans funding to pay the subsequent months' rent, stabilizing this resident which allowed time for disability benefits to begin.

The Plan

Short-term: Now through 2018

- ▶ Fully integrate within the Community Services and Engagement Division to include space sharing, identifying staff time savings, and cross training for additional human services support.
- ▶ Hire full-time Human Services Specialist to assist with direct service referrals and provide administrative support to CS&E division.
- ▶ Overhaul and revamp RFP process for 2019/2020 budget cycle to reduce paperwork, bureaucracy and workload associated with the process.
- ▶ Develop process for engagement on RFPs that includes stakeholders from outside the Human Services Advisory Board to ensure widespread input.
- ▶ Review City funding in the four service areas (wellness, housing, food security, and support for independence), determine if each area is adequately resourced, and identify recommendations for the 2019/2020 budget.
- ▶ Identify areas for enhanced flexible spending, develop pilot program and associated policies, and ensure adequate oversight. Operationalize this effort in 2018.
- ▶ Continue to grow internal partnerships, specifically with Code Enforcement, Court, Fire and Police; identify potential pilot project(s) for the 2019/2020 budget cycle.
- ▶ Audit City's Minor Home Repair program for efficiency, in-kind costs, long-term viability of partnership and need, and present results to the Human Services Advisory Board and City Council as a part of the 2019/2020 budget process.

Medium-term: 2019/2020

- ▶ Contract with an outside organization to perform a Community Needs Assessment, to better understand Tukwila's human services needs and future trends, in preparation for the 2021/2022 budget.
- ▶ Implement pilot project(s) on creative problem solving; measure and evaluate prior to formation of the 2021/2022 budget to determine if it should move forward; alter course as needed.
- ▶ Implement enhanced flexible spending effort; audit and report out prior to 2021/2022 budget process.
- ▶ Automate various forms, spreadsheets, etc., to reduce paper, staff time and ensure better record keeping; partner with TIS to best utilize technology.
- ▶ Review City funding in the four service areas (wellness, housing, food security, and support for independence), determine if each area is adequately resourced, and identify recommendations for the 2021/2022 budget.
- ▶ Continue to grow external partnerships; identify pilot project(s) for the 2021/2022 budget cycle.
- ▶ Analyze Minor Home Repair program to determine effects on the 2021/2022 budget
- ▶ Develop a Human Services annual report to better tell the story of what offerings the City provides and the impact in the lives of Tukwila residents.

Long-term: 2021 and beyond

- ▶ Ensure future walk-in clients are seen in a centralized, open area with additional staff present and not a private office.
- ▶ Update Human Services plan.
- ▶ Implement pilot project(s) on creative problem solving with external partner(s); measure and evaluate prior to formation of the 2023/2024 budget to determine if it should move forward; alter course as needed.

Conclusion

As the City of Tukwila continues to strive for a stable, healthy and vibrant community, it continues to seek comprehensive solutions that address a wide variety of resident needs. It is critical that the City remains nimble in its provision of human services, embrace new policy and funding opportunities, and closely follow changing demographic, economic and educational trends in Tukwila. Key to this is ongoing cross-departmental collaboration, engaging and supporting agency partners that are innovative, creative and results-based, and strengthening the City's internal, community, agency, faith-based and employment partnerships.

Case #3: Helping Residents with Disabilities

Human Services staff often receives referrals from the Tukwila Fire and Police Departments when personnel are in residents' homes and discover an issue that requires social service support. A disabled resident was caregiver to her very disabled mother whose health was declining. With frequent, non-emergent calls to the Tukwila Fire Department (TFD), it became clear that the caregiver was no longer able to provide for her mother's deteriorating health. TFD made a referral to human services staff who engaged with the caregiver. Upon learning that the Department of Social and Health Services (DSHS) was involved, Human Services staff was able to alert the patient's DSHS Case Worker and further engage a case manager from Aging and Disability Services. After a year and a half of on again, off again TFD response, follow-up and outreach, the caregiver finally accepted help and got her mother in more suitable living environment that was healthier for them both and ended the non-emergent calls to TFD from this family.



**Partner in Employment
construction training**

Appendix A

2017-2018 Funded Programs

Category	Agency/Program	Award	Program	District	MOU/City
		2017-18		27%	
Wellness (Physical, Mental, Dental, Well-being): 35.5%					
Mental Health counseling, trauma recovery, tangible needs for Showalter students, medical & dental for under/lun insured	Crisis Clinic 24 hour Crisis Line Crisis Clinic Teen Link MOU Communities in Schools DAWN CAP/Crisis Line Healthpointe Dental Care MOU Healthpointe Primary Medical Care MOU Institute for Family Development/PACT KC Sexual Assault Resource Center RAYS mental health counseling RAYS drug & alcohol counseling SKCPH-Mobile Dental Van YWCA - Kids DV YWCA - DV subtotal	2,620 1,500 3,000 4,000 4,550 5,000 21,600 8,300 55,092 31,330 2,000 4,326 5,000 148,318	crisis mental health support, flu appointments with counselors w/ 24 hrs suicide prevention for Foster students/peer to peer hotline funds staff @ Showalter to provide largibles for students in need - new (pending) dental appointments for under/uninsured residents medical appointments for under/uninsured residents In-home counseling for kids at risk of CPS involvement (intense 40 hrs program-hi needs kids) crisis intervention, medical, legal, counseling support & advocacy mental health counseling in all 5 schools mental health, drug assessment & counseling at Foster free dental van for homeless in Tukwila 1 on 1 counseling for kids who've witnessed dv (can bring to schools) community advocacy for victims of DV	3,000 21,600 55,092 31,330	Auburn Auburn Renton Covington Covington Renton
Housing: 28%					
Homelessness prevention (legal/financial) hygiene/clothing, shelter, long/short term transitional	AYRNexus CCS Emergency Assistance DAWN Shelter Hospitality House KC Bar Foundation Multi Service Cntr Financial Assistance MSC Emergent/Transitional Housing Renton Ecumenical Hope Shelter Sound Mental Health Way Back Inn Transitional Housing subtotal	2,500 22,700 7,000 5,000 3,500 45,000 4,000 2,900 15,000 9,000 116,600	Outreach & resources to homeless 12-24 yr olds 1 time financial assistance for rent or utilities (50/50 admin/direct) confidential DV shelter for women with/without children 9 bed women only shelter in Burien free legal help at RJC for residents facing eviction 1 time financial assistance for rent or -utilities (2773 admin/direct) shelter housing access is thru 2-1-1, KC CEA (Coord Entry for All) day shelter for homeless women/families (showers, hygiene, laundry, meals) outreach to homeless adults with multi barriers (mental, physical, addiction) 4 Tukwila units (3 ind houses) for up to 3 months for homeless families		Renton Burien
Food Security: 10.5%					
Increased emergent access to healthy, food, delivered frozen meals to frail, isolated seniors	Emergency Feeding Program Senior Services Meals on Wheels MOU Tukwila Pantry subtotal	2,000 7,999 35,000 44,999	emergency food bags in locations throughout KC (HS office too) frozen meals delivered to low-income, frail, housebound seniors Food bank		Renton
Support for Independence: 26%					
Training, mentoring, ESL, Case management transportation, citizenship, childcare referral & training, support grassroots non-profits increase growth/capacity	Childcare Resources MOU Crisis Clinic 2-1-1 - MOU ANEW Children's Therapy MOU Circolo de Mamas Global to Local Kona Kai Literacy Source - ESL Samara Lutheran Community Services Mother Africa Partner in Employment (PIE) Puget Sound Training Center ReWA - Family Support Somali Youth and Family Club Senior Services Volunteer Transportation SKCHS - Capacity Building Project subtotal	5,000 1,500 10,000 6,750 2,000 7,000 10,000 10,500 5,000 3,000 5,000 5,000 21,200 10,000 2,860 5,000 109,810	referrals to licensed childcare/training for child care providers referrals to all social services/non-profits in KC 12 week training in man & construction - new ot. pt. feeding, speech therapy to 0-3 yr olds with neuro-dev disabilities drivers license training for Latina's-no previous funds parallel process promote leadership w/ immigrant/refugee communities, focus on healthy living no contract until Tuk Village space is complete - new (pending) English classes at Tukwila Library broad programming, counseling, prevention, education focus on imm/refugees cultivating appropriate referral identification & case management-parallel process career navigation, job placement & retention, focus on re/imm-parallel process offers variety of training programs, case management, job placement - new cultivating appropriate case management, eviction prevention (33% direct) cultivating approp case mang, early childhood learning, citizenship, referral - new free rides to med appts for low-income frail, isolated seniors support for non profits with boards and capacity building		Burien Auburn Tukwila Renton
Total spent		419,727		111,022	

LEGEND

- Blue = joint MOU (partnership with other cities)
- Red = Parallel Process funding pilot
- Green = newly funded programs
- Purple = focused on kids in the district

Appendix B

CDBG Minor Home Repair Cost Analysis

CDBG								
Funding								
		Total award	actual award		actual spent			
Funding	Tukwila	over/under	\$\$ spent	\$\$ value of	minus value	# households		
Year	Award	spent	per year	In-Kind	of in-kind	served (undups)	Notes	
&	2016	30,625	8,321	22,304	33,179	-10,875	12	Figured at 20% of EB income for 6 mo and 25% of SH income for 6 mo (at current salary) 2017 cal yr
**	2015	28,875	-2,172	31,047	37,362	-6,315	21	Figured at 20% of EB income - and 10% of SH income 2016 calendar year
&	2014	28,875	11,784	17,091	36,123	-19,032	14	Figured at 20% of EB income - and 10% of SH income 2015 calendar year
&	2013	28,000	5,083	22,917	35,045	-12,128	20	Figured at 20% of EB income - and 10% of SH income 2014 calendar year
**	2012	26,825	-1,039	27,864	35,572	-7,708	17	Figured at 20% of EB income - and 10% of SH income 2013 calendar year
	Totals	143,200	21,977	121,223	177,281	-56,058	84	
								& = funds that did not get spent from original Tukwila award
								** = funds that were overspent (covered by MOU partners underspending)