



DRAFT

Human Services

Strategic Plan Update 2015



Table of Contents

- Acknowledgements 2
- Executive Summary 3
- Background/Introduction 5
- Looking Back 7
- The Current State 10
- Looking Ahead 15
- Vision 17
- Guiding Principles 17
- Strategic Priorities 19
- Implementation 21
- Measuring Progress 25
- Conclusion 26
- Appendix A – Logic Model 27
- Appendix B – Currently Funded Services 28
- Appendix C – Demographics 33
- Appendix D – Stakeholders 49
- Appendix E – Partnerships 50

Acknowledgements

We would like to thank intern Kavya Vaghul for all her work helping to prepare this strategic plan update. Over the summer of 2014, she interviewed numerous individuals throughout the community, pored through reams of data, developed an outline and wrote much of the initial text for the document that follows. A product of Redmond public schools, and currently pursuing advanced education, we know that she will be an invaluable community asset wherever she may land.

Executive Summary

This 2015 Strategic Plan is an update to the City's first Human Services Strategic Plan, completed in 2009. While our community has changed over the past six years, the major goals and priorities for Human Services remain relatively stable. There is still hunger and poverty within our community. Domestic violence affects rich and poor alike. The demand for social services remains high, and continues to grow as our community grows.

In the last six years, the work done to support and strengthen our community, engage with stakeholders, collaborate across City departments, leverage our investments, and advocate both locally and regionally has resulted in tangible and positive results. Creating a formal Human Services Commission, helping families access employment and move out of poverty, increasing capacity of the Eastside winter shelters, and engaging the community around the issue of homelessness are just a few examples.

While this update reaffirms the continuing importance of meeting our residents' most basic needs, additional issues have come to light over the past several years. These are noted particularly in the need for more affordable housing, and the increasingly visible homeless population within our city. Redmond's significantly changing demographics over the last ten years also present new opportunities to prepare and respond in ways that ensure equitable access for all.

With input from a wide range of community sources—including partner agencies, Councilmembers and City staff—this plan focuses on several priorities in moving forward. Under the guiding principles of leadership, stewardship, equity and inclusion, the Human Services Division will continue to work on investing wisely in the community. It will convene and collaborate across our community and work both locally and regionally to influence policy and address community issues.

An increased emphasis on measurement and data will guide the work we do. While acknowledging the inherent difficulty in measuring a direct “cause and effect” of human services, we do know that community investments in human services can and do lead to positive outcomes for the entire community. Our work is guided by the logic model shown in Appendix A.

Human Services are an integral part in the infrastructure of any city. Just as a city needs well maintained roads and sewers, parks and schools, investments in Human Services helps to ensure that a city's most valuable resource—its residents—are also well supported. This Human Services Strategic Plan Update, and the work that will be done under its guiding principles and strategic priorities, are an integral component in moving the City towards

achieving its vision of a community of connected neighborhoods with vibrant urban centers
– inspired by nature, powered by innovation, and committed to excellence.

Background/Introduction

The City of Redmond adopted its first Human Services Strategic Plan in March of 2009. Since that time, much has changed and much has remained the same. Redmond continues to be a growing community, and its economic recovery from the recession has been strong. Still, the percentage of residents accessing services is on the rise, and homelessness has become a significant issue for the community. It is time to both reflect on the last five years and to look ahead and plan for the next five.

Redmond's future vision as it relates to human services is described in the 2011 Comprehensive Plan Update as follows:

The City works in partnership with schools, businesses, service providers and other organizations and jurisdictions to maintain and strengthen a human services network that provides the food, shelter, job training, child care and other services residents need to be thriving members of our community.

Additional language in the Comprehensive Plan states that “the Human Services Element describes how the City’s efforts in planning, funding, coordinating and improving human services delivery contribute to achieving a more socially sustainable community. It defines the City’s roles and describes many tools used to understand and address Redmond residents’ needs for human services.

“When people think about the kinds of services their city offers, they often think of roads, water, and police and fire protection, but probably not human services—those services provided directly to persons struggling to meet their basic needs for food, clothing and shelter, as well as assistance related to employment, health, safety and social support. But building, maintaining and improving an infrastructure for addressing the continuum of human needs is as important as maintaining and improving the physical infrastructure of roads and bridges. A city’s vitality depends on the degrees to which its residents and families are able to thrive. An effective human services delivery system is a crucial component of any healthy, sustainable community.”

The direction provided in the Comprehensive Plan suggests that the City’s role related to human services as laid out in the 2009 Human Services Strategic Plan is still largely on track with the Redmond’s vision. With that in mind, this document is drafted as a Strategic Plan Update rather than as a brand new plan. As such, this update provides a refined

framework that includes Guiding Principles, Strategic Priorities, Implementation Categories and Specific Goals and Outcomes.

Looking Back

The first strategic plan identified five key areas of focus:

- **Supporting and strengthening** families so they can thrive while living and working in Redmond.
- **Engaging** families and other stakeholders in family-centered community building.
- Increasing the impact of City resources through improved **internal collaboration**.
- Developing a funding model for Redmond Human Services that supports long-term **investment** and emphasizes **leverage**.
- **Advocating** and providing **leadership** for improved efficiencies and effectiveness of the human services system both sub-regionally (across the Eastside) and regionally (county-wide).

Over the past six years, the City has achieved a number of successes in support of these areas, but much work still remains to be done.

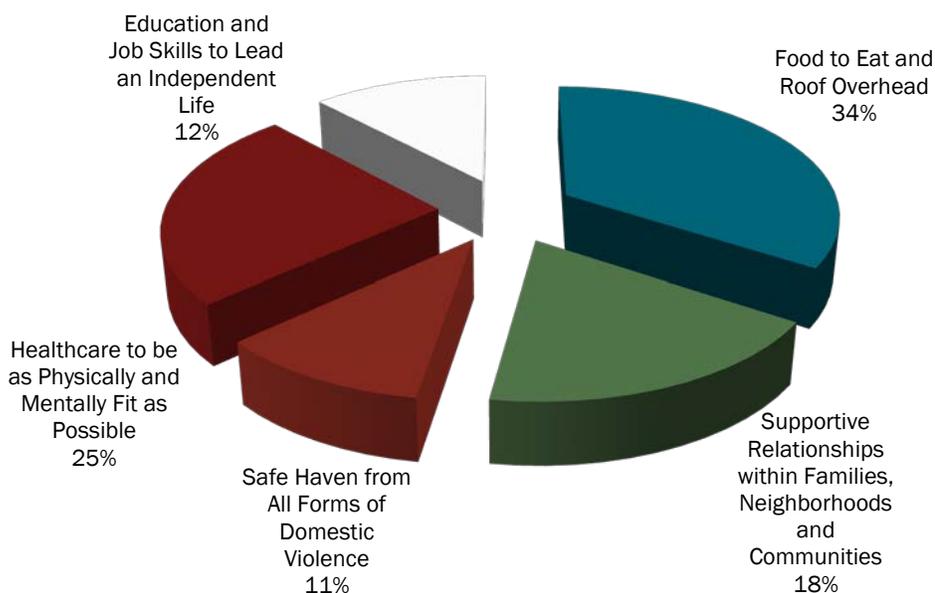
Supporting and Strengthening

For many years, the City has utilized a per capita allocation to dedicate a portion of the general fund in support of human services. Rather than provide services directly, the funds are contracted to local non-profit agencies that provide a wide array of services. A list of currently funded agencies and programs can be found in Appendix B.

As a funder and investor, the City has made careful and selective funding decisions each biennium, monitoring programs and initiatives to ensure that immediate needs and long-term community benefits are achieved. From 2009 to 2015, Redmond has maintained its support for human services broadly, with a significant portion of dollars in areas that support and strengthen individuals and families who are living and working in Redmond.

As the below chart displays, there is a range of funded programs including Hopelink's Adult Education and Family Development Program which helps families move toward greater stability, Senior Services Meals on Wheels which provides much needed nutrition to homebound seniors and disabled adults, and Lifewire's Community Advocacy Program which helps victims of domestic violence. Despite being in an economic recovery, programs still report a steady increase in the number of residents they serve each year as well as the complexity and severity of issues faced by families – unemployment, domestic violence, mental illness, and lack of affordable housing.

2015-16 Human Services Funding by Category



Accessing human services can be a complicated and confusing endeavor, even more so when language and culture are barriers. The Eastside Cultural Navigator Program uses bilingual and bicultural staff to help foreign-born residents access the services they need to succeed in our community. Human Services staff also participate in City’s Cultural Inclusion Project, developing new ways to engage, inform, and connect with all segments of our population.

The City has continued to advocate for regional strategies and funding to develop affordable housing. One major accomplishment is the development of the John Gabriel House project with 74 units of low-income housing for seniors, integrated with a day center on the ground floor with services available to seniors and disabled individuals throughout the community.

Engaging

One of the first tasks identified by the 2009 Strategic Plan was the formation of a Human Services Commission to “increase the level of knowledge and elevate the engagement by the community in addressing human service needs and issues.” The Commission was created in June 2009. It is comprised of seven volunteer community members who help guide the City’s direction in relation to human services. The Commission advises the Mayor and Council and provides funding recommendations for human service programs. The Commission has become a vital partner in the City’s human services efforts overall.

Human Services staff has also convened and created partnerships between the faith community and other human services providers, primarily around homelessness and hunger. Working with Redmond United Methodist’s Open Kitchen, pantry packs and numerous

Accomplishments

Supporting & Strengthening

- Cross jurisdictional collaboration in support of winter shelters for single men, women and families
- Moving from a weather activated model to nightly operations for winter shelter
- Initiating conversations with school district staff exploring ways to expand family support services

Engaging

- Established, oriented and trained City's first Human Services Commission
- Convened and facilitated community wide discussion on homelessness, including Mayor's Task Force
- Established working relationships with numerous faith communities

Internal Collaboration

- Established successful partnerships with Police, Parks and Public Works to address issues including homelessness, panhandling and hunger
- Staff and Commission community involvement in activities including food drives and the annual One Night Count of the homeless

Investment & Leverage

- Garnered multi-jurisdictional financial support from human services and police to establish homeless outreach services across the Eastside
- Lessons learned from Deep Impact pilot project

Advocacy & Leadership

- Human Services Funding Collaborative (HSFC) efforts have resulted in cost savings to agencies in time, money and staff effort
- HSFC has increased cost savings for cities through pooled contracting

shelter programs, we have been able to leverage scant resources, educate the community, and foster meaningful engagement opportunities. Other recent engagement efforts include promotion of Affordable Care Act enrollment materials, the United Way Tax Campaign, and highlighting events and volunteer opportunities in the City's neighborhood newsletter.

Internal Collaboration

The Human Services Division has been working actively with the Parks and Police Departments to address the broader continuum of human services in our community – from prevention and early intervention through recreation and community building activities, to crisis response and domestic violence services.

Of particular note is the leadership role the Human Services Division and Police Department have taken on regionally to address the issues of panhandling and homelessness. Redmond has convened multi-jurisdictional meetings including human services and police personnel to begin to work toward regional responses to these issues of public concern. In addition, Human Services and the Police Department co-hosted a community conversation on homelessness that led to the formation of a task force to develop a community action agenda, due to be released in September of 2015.

Investment and Leverage

While funding for human services has remained essentially flat over the past six years (with nominal cost of living increases), working together with its regional partners, the City has been able to leverage its human services funds. For every dollar allocated to programs, \$5.30 is leveraged or matched by other Eastside municipalities. When state and federal dollars

are taken into account, this amount is even greater.

Each biennium, the Human Services Commission has found it challenging to invest in new service areas, without shifting or eliminating support for critical safety net services. In an effort to find creative ways to address Redmond-specific needs, the Commission piloted an initiative focused on trying to make a deeper impact on an issue of concern specifically in Redmond. They asked local service providers to present innovative ideas that would demonstrate measurable, sustainable results for Redmond residents. Several interesting proposals were submitted. However, all required greater resources than funds potentially available, so none were able to be implemented. This was a valuable learning exercise for both the Commission and staff.

Advocacy and Leadership

The City has collaborated extensively with other local municipalities, and county and state agencies to address issues of mutual concern, develop comprehensive and integrated approaches to service, and avoid duplication wherever possible. Human Services staff works diligently to ensure that Redmond and the greater Eastside are adequately represented in key policy and working groups at both the sub-regional and regional levels. Most notably over the last five years, Redmond staff has served leadership roles within the Eastside Human Services Forum, the United Way Community Building Committee and the King County Committee to End Homelessness Interagency Advisory Council. Having staff in these positions ensured effective representation of Redmond's interests in policy and funding decisions.

In its convener role, the City brought together human services providers and community members across issue areas to innovate and coordinate around programs and services. Specifically, the City has been a leader in the 16-city consortium from North, East and South King County, called the Human Services Funding Collaborative, which works together to create common funding applications, reporting requirements, and billing and payment procedures for contracted agencies.

The Current State

To holistically evaluate the success of Redmond's approach to human services and make actionable recommendations for its strategic plan, it is important to understand the current environment and ongoing trends. Some of the more notable trends are discussed below. More detailed demographic information can be found in Appendix C.

In preparation for this Strategic Plan update, interviews were conducted with over 40 stakeholders from multiple sectors including human services providers, City Council Members, Human Services Commissioners, and City staff. A list of interviewees can be

found in Appendix D. Data was collected via one-on-one telephone and in-person interviews, in-person focus groups, as well as via electronic survey. Data from the Bellevue Community Needs Assessment of 2015 was also used.

From these multiple sources, a number of common themes arose.

Allocation of Funds to Support Services Remains Vital

As mentioned throughout, the demand for services, despite economic recovery, has not tapered off. In fact, annual reports provided by local programs often show that programs are providing a level of service far beyond that for which they are contracted. While Redmond's dollars may be a small of the program's budget, combined with other municipalities and major funders, it is enough to keep doors open.

Need for Greater Public Awareness

One reason why community indicators remain stagnant may be due to people not knowing that services exist or how to access them. Agency leaders see the City as being in a unique position to help get the message out to broad community. City communication channels such as the neighborhood newsletter, City website, and RCTV may reach residents who otherwise may not be aware of the services available to them.

Need for More "Upstream" Investments

Creating a preventive approach in human services is dependent on setting up a supportive infrastructure at an early eage for children and youth so they are not as susceptible to challenges later in life. Currently, Redmond funds a limited number of youth and young adult programs and engages in few regional partnerships for enhancing youth services.

Challenge of Balancing Local and Regional Work

The ability to initiate and innovate can be limited by the need to continue to focus on existing services and larger regional initiatives. It can be challenging to balance the City's unique human services needs with larger, multi-jurisdictional efforts.

Opportunity for More Advocacy

Stakeholders, staff, and the Human Services Commission all noted that it would be helpful to increase advocacy efforts with the Redmond City Council on adopting regional policies and in securing funding. In general, the Human Services Commission seeks more regular communication with the City Council.

Challenges in Collecting Meaningful Data

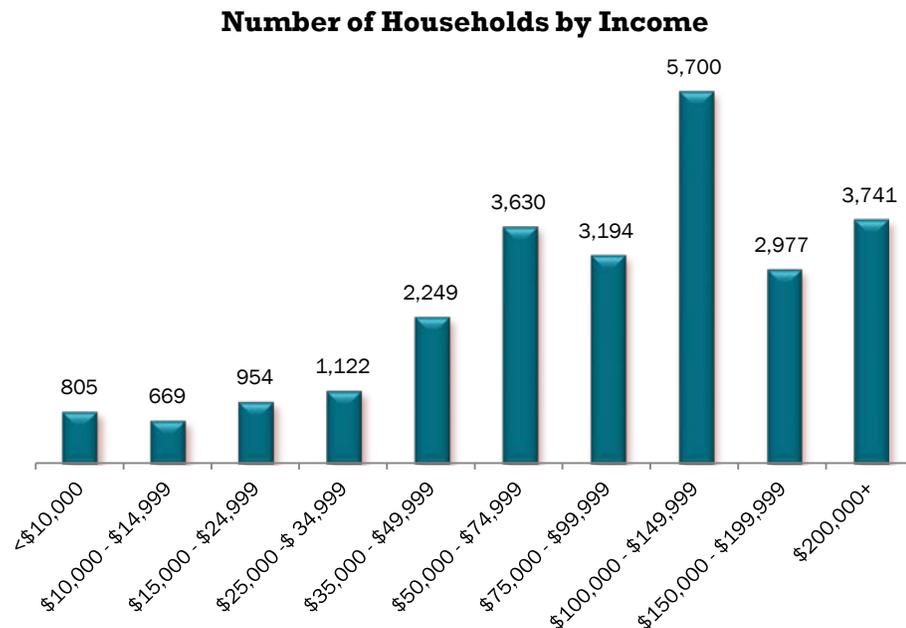
Ideally, program and policy decisions are driven by good data, but collecting good data requires significant staff and financial resources often not available in non-profit organizations. Redmond staff in partnership with colleagues in other Eastside cities continue to work with funded agencies to provide accurate data and to identify and track meaningful

outcomes. It is especially difficult to both measure and predict effective strategies related to community level indicators such as poverty, unemployment and homelessness.

Demographic Highlights

More detailed demographic information can be found in Appendix C. Following are a few highlights of the data.

Redmond is generally an affluent community. The median income continues to grow – nearly 23% over the past decade. At \$99,192, Redmond has one of the highest median household incomes in the region. However, there are also significant areas of need within our community. 6.4% of the population (583 families) lives below the Federal Poverty Line. In 2015, this is under \$24,250 for a family of four. Single mothers in Redmond are the most challenged - over one quarter (28.6%) of those with children at home are below the poverty line; fully one half of those with children under 5 years old live in poverty.¹

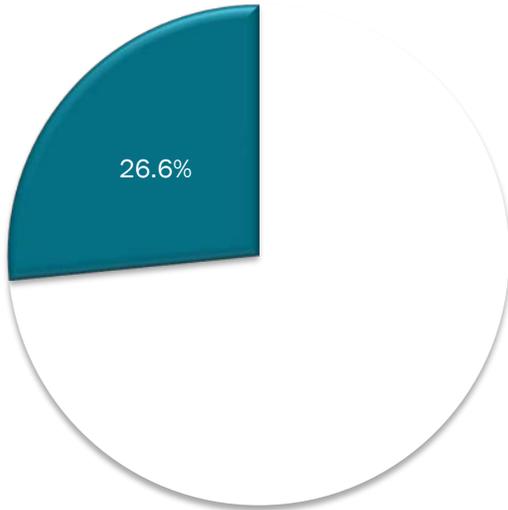


Housing cost is a burden for a significant number of Redmond residents. A common sentiment heard over and over in our stakeholder interviews was the need for more affordable housing. Redmond, like the rest of the Eastside, has some of the lowest housing affordability rates in the state. 29.5% of all residents are cost-burdened, i.e. spend more than 30% of their income on housing.²

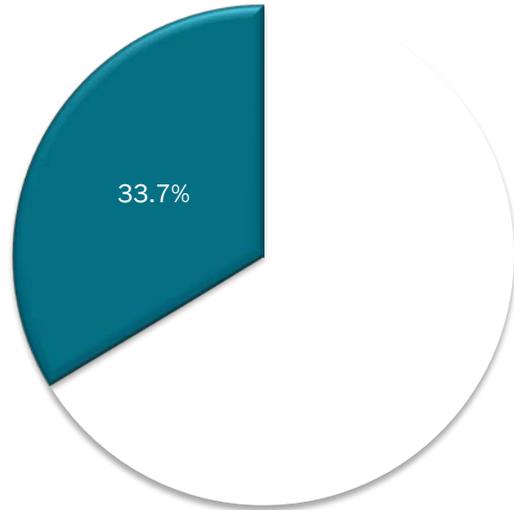
¹ US Census Bureau, 2009-2013 5-Year American Community Survey

² Ibid.

Cost-burdened Renters

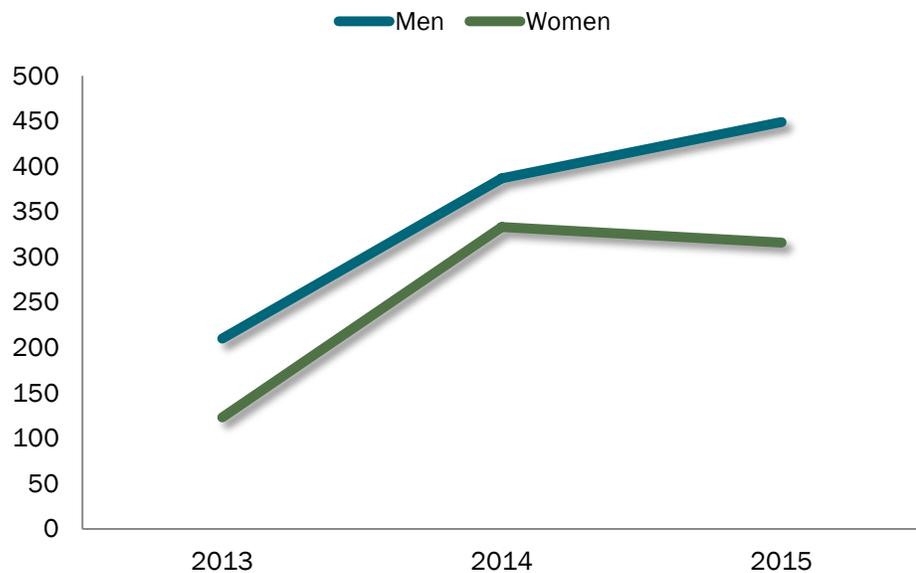


Cost-Burdened Homeowners



The cost of housing also contributes to homelessness, which has been more and more visible in our community in recent years. The graph below shows the increase in numbers of women and men accessing the winter shelter over the last two years. Service providers also report an increase in the number of families accessing shelter services each year, as well as a 48% increase in homeless youth over the last two years.³

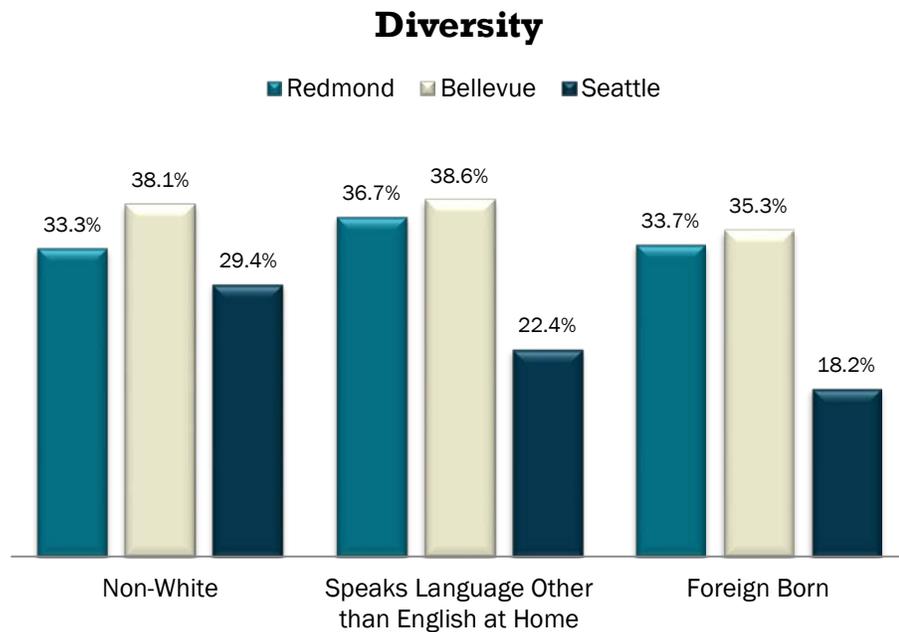
Winter Shelter Residents



³ Stakeholder interview, 2014

Redmond is a relatively young city compared to its neighbors, with a median age of 35.2 years.⁴ Over the next several years, the proportion of seniors in Redmond is expected to decline, while the proportion of youth will continue to increase.⁵ Many stakeholders interviewed highlighted the need for youth services, particularly mental health and substance abuse services, both now and in the future.

Ethnic, racial, cultural and linguistic diversity continue to increase in Redmond. In 2013, 33.3% of the population identified as an ethnic minority. 36.7% speak a language other than English at home, and 33.7% were born outside the United States. Contrast this with the City of Seattle, where 29.4% of the population is non-white, 22.4% speak a language other than English, and 18.2% are foreign-born⁶.



Despite high education levels (on average), the percentage of individuals in poverty for Asian Americans and African Americans is nearly twice that for Whites (9.7% and 10.5% vs 5.2%). Latinos have the highest poverty rate at 13.2%.⁷ In 2012, the Federal Poverty Level for a family of four was \$23,050.

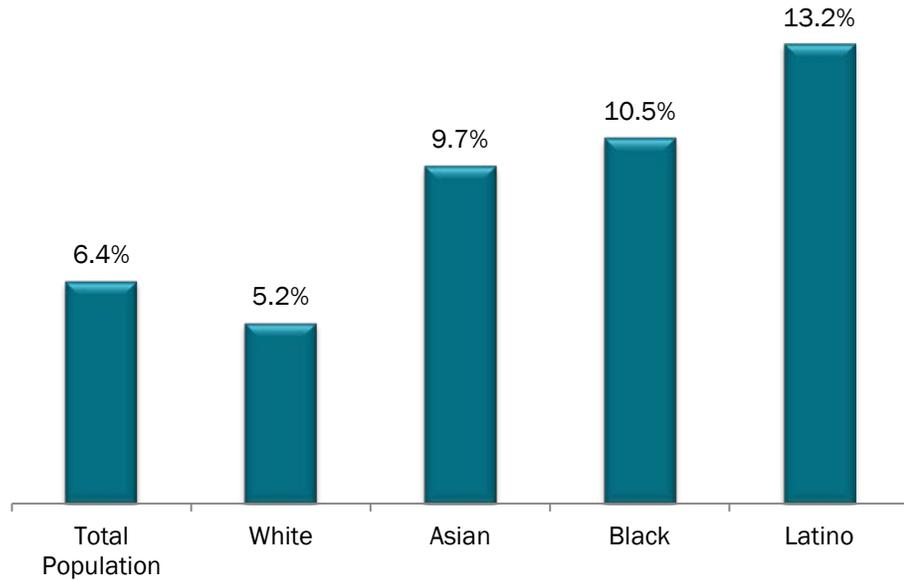
⁴ US Census Bureau, op. cit.

⁵ City of Redmond Long Range Planning, 2014

⁶ US Census Bureau, op. cit.

⁷ US Census Public Use Microdata Sample, Redmond & Kirkland, 2012

Poverty by Race/Ethnicity

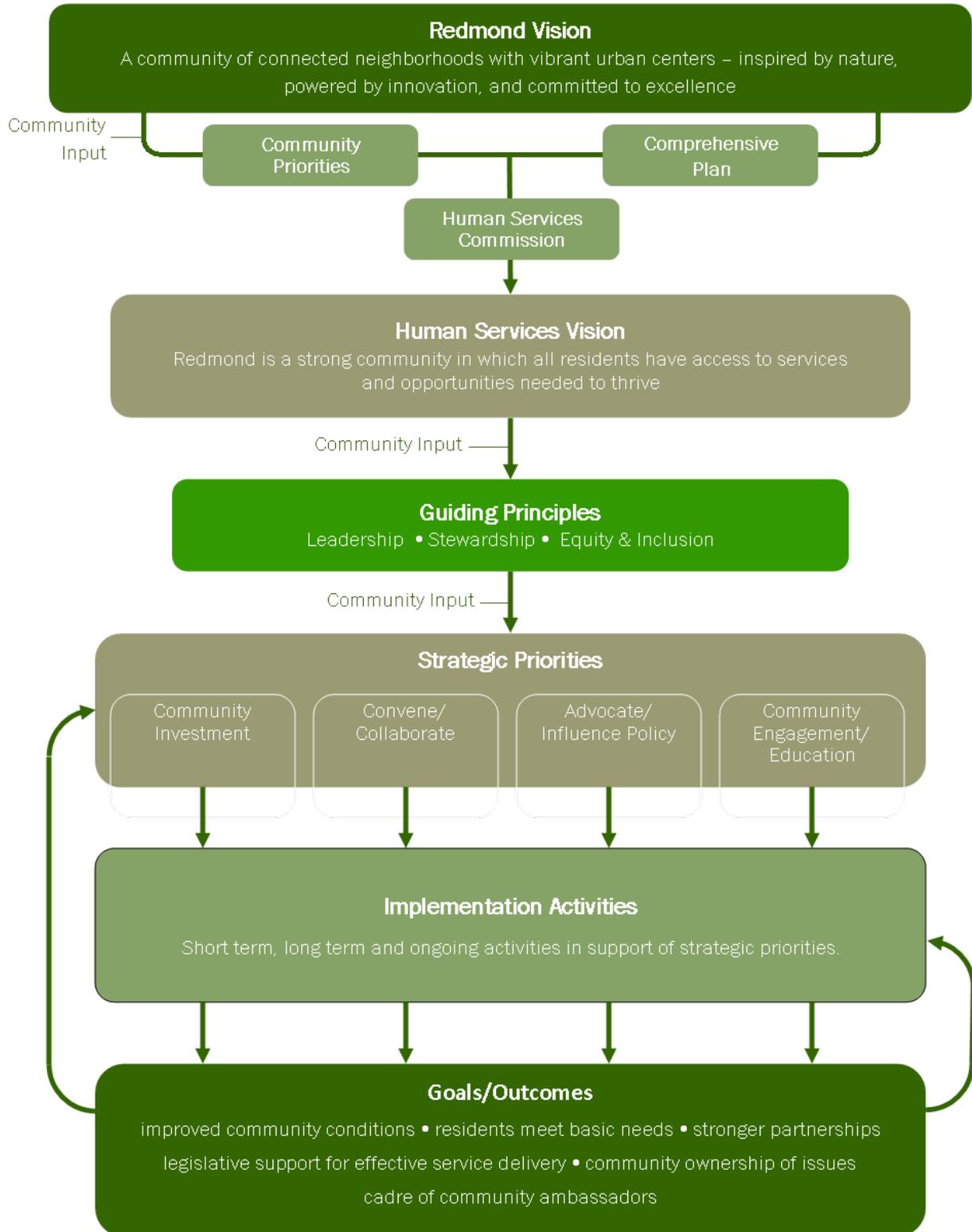


The need for culturally competent and linguistically accessible services will continue to grow as our community continues to grow and diversify in the future. The needs and issues specific to immigrant residents and their children have also become increasingly significant.

Looking Ahead

The demographic data coupled with the input from stakeholders validate that the strategies of the initial Human Services Strategic Plan remain relevant, but also provide guidance for additional focus areas to consider in the next 5 years. With that in mind, this document serves as an update rather than an overhaul to the city's general approach to Human Services. Included is a more refined framework that connects the recommended strategic priorities to the City's Vision, the Comprehensive Plan and the Community Priorities.

Human Services Strategic Plan Framework



Vision

Redmond’s Human Services vision flows directly from the City of Redmond’s overall vision of “A community of connected neighborhoods with vibrant urban centers – inspired by nature, powered by innovation, and committed to excellence.”

Consistent with direction provided by the Comprehensive Plan and identified Community Priorities, and in consultation with the Human Services Commission, the vision for Human Services is:

Redmond is a strong community in which all residents have access to services and opportunities needed to thrive.

The City of Redmond’s Human Services Division and Human Services Commission serve as a catalyst for achieving a **socially sustainable community**. This means ensuring that the existing human services infrastructure is able to maintain its current level of service and be well positioned to respond to future demand for service. A strong infrastructure is one that demonstrates non-profit capacity *and* a service delivery system that guarantees availability, equitable access, and measurable impact.

Under this vision, the Human Services Division will continue to fill many roles, as funder, investor, convener, collaborator, and educator in order to ensure equitable access to opportunity for all. The vision is supported by three guiding principles which were identified through the stakeholder input process. These in turn inform the strategic priorities that will be the focus of the next several years.

Guiding Principles

Leadership

Redmond has become and should remain a leader in human services efforts that other jurisdictions look to for ideas and promising practices. Being a leader requires a willingness to be innovative and try new things as well as taking a proactive rather than a reactive approach to addressing human services challenges. It is in the community’s best interest for policies and practices to work in ways that allow us to anticipate and minimize challenging conditions for citizens rather than to find ways to address them after the fact.

Stewardship

As with all government operations, it is critical that human services activities are implemented in ways that demonstrate responsible stewardship of public resources. With that in mind, policy and funding decisions will be as data-driven as possible and then evaluated against expected outcomes. In addition, staff will continue to collaborate with other cities in an effort to maximize leverage and administrative efficiencies for both cities and agencies.

Equity & Inclusion

The City's residents are its greatest asset. An infrastructure that is able to provide a broad array of services and support for all our residents is critical. The City's Comprehensive Plan calls for a focus on economic, environmental and social sustainability. To that end, human services efforts will strive to ensure equitable access to resources across the entire breadth of our diverse community.

Strategic Priorities

Community Investment

The City of Redmond has had a long-standing commitment to provide funding support for human services utilizing a per capita funding formula adjusted for cost of living increases. In the 2015-16 biennium, the City of Redmond has funded over 50 programs through 29 different human service agencies across the Eastside, investing over \$830,000 per year. These agencies provide a range of services to Redmond residents, including help with food, shelter, utility bills, medical or dental care, legal issues, counseling, employment, learning to speak and read English, and affordable child care.

The Human Services Commission will continue to oversee the City's funding allocation process by carefully evaluating every funding application, and presenting to City Council its funding recommendations. As good stewards of the public dollar, staff will continue to closely monitor contractor performance and service delivery.

Convening & Collaborating

The Human Services Division has a long history of convening and collaborating internally within the City, locally, and regionally to identify and implement solutions to complex community challenges across the Eastside. Staff currently works closely with the City Police and Parks Departments, other cities, the county, community organizations, and faith communities to address issues such as homelessness, early learning, immigrant issues, mobility, racial equity, funding, and more.

Over the next several years, the Human Services Division will both increase its partnerships and deepen its relationships with others to better address community wide issues. Potential areas of focus include Lake Washington School District, the business community, and immigrant communities.

Advocating & Influencing Policy

It is important for the City to be at the tables where decisions are made that directly or indirectly impact Redmond's vulnerable and disenfranchised residents. Advocating for the needed resources and effective policies is a critical component of the Human Services Division's work and occurs through many venues.

It is also important that our policy makers are made aware of opportunities for advocacy. Staff and the Commission will identify issues of importance to bring forward for consideration of possible action by the City Council.

By partnering and actively participating in the Eastside Human Services Forum, the City leverages its influence to create a stronger voice for human services across the entire

Eastside. Staff is also able to help influence policies in specific areas such as early learning, homelessness, and racial equity and culturally competent services by working collaboratively with other municipalities, the county, other funders, and service providers.

Community Engagement & Education

Addressing human services needs in our community is not the sole responsibility of government. In order to successfully address complex issues, the entire community is needed. This includes residents, nonprofit service providers, schools, neighborhoods, faith communities, and businesses. It is the responsibility of the Human Service Division in partnership with the Human Services Commission and other key stakeholders to educate the broader community about the level of need and the complexity of some issues and engage with them to create local solutions to our community's challenges related to human services.

Implementation

Strategic Priority: Community Investment

In partnership with the Human Services Commission, staff will continue to oversee the allocation of City General Fund and Community Development Block Grant (CDBG) dollars to agency partners that provide critical services. In addition, staff and the Commission will propose potential funding level alternatives for consideration by the City Council. In doing so, the City will ensure that investments in the human services network are flexible and are able to respond to current community needs, balance local needs with regional infrastructure, and strive for long term community impact.

Short Term (within the next year)	<ul style="list-style-type: none"> • Work with the Commission to develop potential funding alternatives that identify actionable recommendations using a “Keep Up, Catch Up, Step Up” framework developed as part of the work on the Capital Investment Strategy (CIS). Plan will include recommendations for deeper and/or new investments in the human services infrastructure (e.g. recommendations from the Redmond Task Force on Homelessness) as well ideas for funding mechanisms (e.g. Levy, grants, etc.).
Longer Term	<ul style="list-style-type: none"> • Begin to plan for community needs in new growth areas (Overlake). • Respond to changing demographics and increased diversity by ensuring that investments in local programs are tailored to meet these needs. • Partner with City’s internal cultural inclusion team where it intersects with human services activities. • In light of the growing diversity, seek ways to evaluate and respond to emerging community gaps and trends.
Ongoing	<ul style="list-style-type: none"> • Redmond’s dollars are effectively leveraged with other municipalities. • As stewards of public funds, ensure that funded agencies are regularly monitored for compliance with contractual requirements.

Strategic Priority: Convene/Collaborate

Staff will continue to partner internally with Parks, Police and other city departments to address the broad continuum of human services from prevention to intervention to crisis response. We will also partner at the local level with service providers and other Eastside municipalities and regionally on county-wide initiatives that serve the interests of our residents.

Short Term (within the next year)	<ul style="list-style-type: none">• Follow up efforts resulting from the Redmond Task Force on Homelessness.• Support for youth-focused initiatives.
Longer Term	<ul style="list-style-type: none">• Strengthen collaboration and partnership with Lake Washington School District.• Convene faith communities/business community.
Ongoing	<ul style="list-style-type: none">• Maintain strong relationships with our neighboring cities, King County, and a number of working groups through participation in efforts focused on regional policy development, allocation of regional and philanthropic funds, education and advocacy, and specific issue areas, such as homelessness. See Appendix E for a detailed list of external partnerships.• Continued partnership with Police and Parks in areas of mutual interest, e.g. homelessness, youth activities, and domestic violence.

Strategic Priority: Advocate and Influence Policy

The City will take advantage of opportunities to influence state and federal policies and programs that directly affect the residents of our community. This may happen directly via our city’s legislative advocate, or by supporting legislative agendas of groups such as the Eastside Human Services Forum or Sound Cities Association. In addition, the Commission will act as ambassadors, advising the Mayor and Council on broad policy issues.

Short Term (within the next year)	<ul style="list-style-type: none"> • Review and encourage internal policies and procedures applying an “equity and inclusion” lens. • Monitor Best Starts for Kids Legislation in the event additional funding becomes available for services needed in East King County. • Monitor affordable housing policy changes around the county.
Longer Term	<ul style="list-style-type: none"> • Encourage and promote issue of affordable housing policies as a key strategy in addressing human service needs. • Continue to seek additional options for promoting increased affordable housing. • Promote efforts to ensure that every child in Redmond graduates from high school, technical school, or college with the skills needed to have a prosperous-wage job and a successful life. • Work with ARCH to evaluate additional opportunities and strategies for increasing affordable housing development in Redmond .
Ongoing	<ul style="list-style-type: none"> • Continued support for Eastside Human Services Forum legislative work (annually). • Represent Redmond’s interest at subregional and regional initiatives (CEH, Sound Cities, JRC). • Staffing support for commission in their role as ambassadors.

Strategic Priority: Community Engagement and Education

We will work with through the Human Services Commission and other groups to engage the broader community in dialogue and strategies to address our human service needs. Whether through community forums, issue specific task forces, public education campaigns, or volunteer recruitment, we will work towards engaging the community to address our community wide human service needs and solutions.

Short Term (within the next year)	<ul style="list-style-type: none">• Implement Redmond Task Force on Homelessness recommendations related to a community awareness campaign.• Support internal work of cultural inclusion project and incorporate best practices for engaging and working with diverse communities.• Add youth voice to commission by establishing an ad hoc youth seat.
Longer Term	<ul style="list-style-type: none">• Support proactive, comprehensive approaches to community initiatives (e.g. panhandling awareness campaign).
Ongoing	<ul style="list-style-type: none">• Continue to support the commission as a liaison with the community.• Continue community activities such as Council food drive, One Night Count, Family Fun Night.

Measuring Progress

While it may be challenging to directly attribute the City's human services investments, both funding and staff resources, to specific changes in community-level indicators, it is reasonable to assume that a strong human services infrastructure is critical to residents being able to access needed services. In addition, each strategy is interconnected and in isolation will not result in one direct outcome. For example, funding a homeless shelter not only requires multiple funding streams but collaboration among policy makers and non-profits to be aligned in their vision for serving this vulnerable population.

The City will seek to understand and track:

- The level of service needed to respond to growing population needs and changing demographics (e.g. number of residents served by program; investments in new program areas that serve diverse populations)
- Level of Redmond human services funding that attracts additional investment (e.g. increased leveraging)
- Level of participation from other sectors (e.g. faith community, businesses) as a result of community engagement activities.
- Level of community awareness of human services needs and how all can participate
- Number of people who are more stable vs. the number of people in crisis (e.g. how are agencies doing in terms of meeting outcome goals)

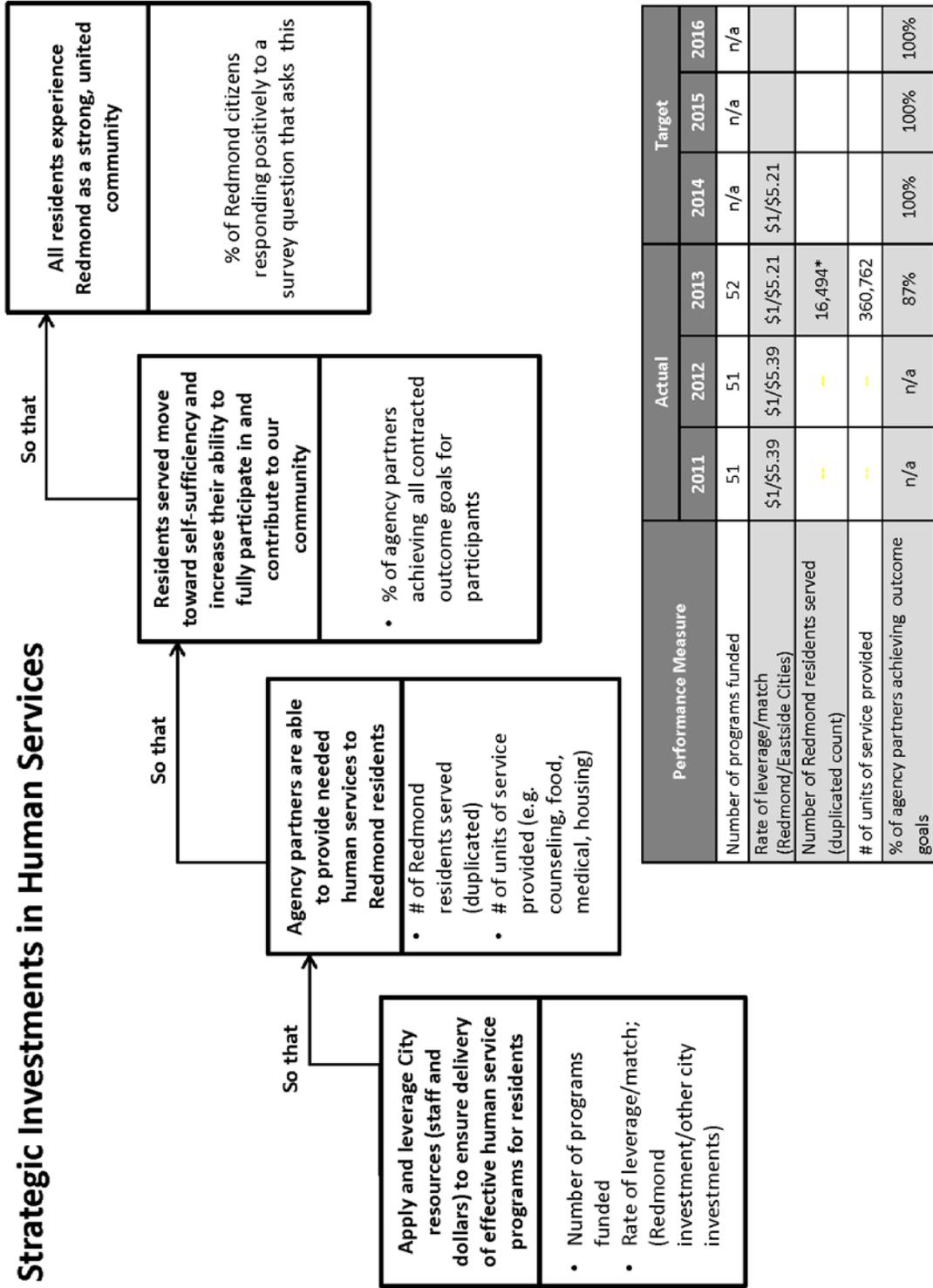
So that... “Redmond is a strong community in which all residents have access to services and opportunities needed to thrive.”

Conclusion

Overall, the Human Services Strategic Plan adopted in 2009 set the City on a strong course in its approach to Human Services. Since then, the City has seen significant accomplishments in its efforts related to Human Services, and staff has learned a great deal. This update serves to refine rather than overhaul that initial approach by providing a concise framework, more emphasis on data and more specific implementation activities. We expect these refinements to guide our work into the next decade so that in 2020, all residents in need of services will be able to access them, that those that do access services will be better off for having done so and that the greater community is more aware of and engaged in responding to human services issues and challenges.

Appendix A – Logic Model

Strategic Investments in Human Services



Appendix B – Currently Funded Services

[AtWork!](#)

Community Liaison - Provides job development services to people with disabilities and educates and recruits community employers.

[Catholic Community Services](#)

Emergency Assistance - Provides rent and utility assistance.

Harrington House - Transitional housing program for homeless pregnant or newly parenting women and their children.

Volunteer Chore Services - Volunteers provide free chore assistance and transportation to low-income older adults and adults living with disabilities.

[Child Care Resources](#)

Child Care Consumer Education and Provider Quality Improvement - Assists families by assessing their child care needs, providing referrals to providers and community resources, and providing education about quality child care.

Child Care Financial Assistance - Provides child care scholarships to parents who have moderate or low incomes.

Homeless Child Care - Provides case management and child care subsidies to homeless families.

[Chinese Information and Service Center](#)

[Cultural Navigator Program](#) - Helps Chinese, Vietnamese, Spanish, Russian, Korean and Indian language (Hindi, Gujarati, Punjabi, Urdu) speaking immigrants access information and services in the community. Located at the [Together Center](#) in Redmond, and [Mini City Hall](#) in Crossroads.

[Congregations for the Homeless](#)

[Drop In Center](#) - Provides daytime services (showers, meals, internet access and case management) to Eastside homeless or low income men. Located at First Congregational Church, [752 NE 8th St in Bellevue](#).

Eastside Men's Winter Shelter - Emergency winter shelter for men. Winter season only.

Housing - Provides rental subsidies and case management to homeless men moving into their own housing.

Outreach – Provides outreach and case management, referrals and access to resources for individuals experiencing homelessness across the Eastside.

[Shelter](#) - Provides shelter, meals, case management and some job assistance for homeless men. Location varies. Call 425-614-6506 to access.

[Consejo Counseling & Referral Service](#)

[Domestic Violence Community Advocacy](#) – Provides culturally and linguistically appropriate outreach and engagement, information and referral services, advocacy-based counseling, safety planning, legal advocacy and support groups for Latina/o survivors of domestic violence.

[Crisis Clinic](#)

Crisis Line - Provides a free and confidential telephone crisis intervention and support service to anyone in emotional crisis or needing help. 24-hour crisis line: 206-461-3222 or 1-866-4CRISIS.

King County 211 - Provides people with information and referrals to services. Call 2-1-1 or 206-461-3200 or 1-800-621-INFO.

Teen Link - A confidential and anonymous help line answered by teens for teens. Teen Link also conducts youth suicide prevention training in schools and in youth organizations. Call 206-461-4922 or 1-866-TEENLINK.

[Eastside Baby Corner](#)

Meeting Basic Needs for Children - Distributes essential goods (diapers, clothing, baby food) for children.

[Eastside Legal Assistance Program](#)

Provides free or low-cost yet high quality civil legal services to low-income residents.

[Elder and Adult Day Services](#)

Day services including healthcare and social therapy to adults with disabilities.

[Friends of Youth](#)

Healthy Start - Home visit to young parents, offering parent education, developmental screenings and facilitating parent child interaction.

Homeless Youth Services - Helps homeless youth and young adults access shelter and transition into permanent housing.

[The Landing Shelter](#) - Provides emergency shelter for homeless young adults, ages 18-24. Located at [16225 NE 87th St, Ste A1 in Redmond](#).

[HealthPoint](#)

Primary Dental Care - Delivers ongoing comprehensive dental services to adults and children.

Primary Medical Care - Offers medical services for preventive, urgent, acute and chronic health conditions.

[HERO House](#)

Provides psychiatric rehabilitation and employment support services to adults with mental illness.

[Hopelink](#)

Adult Education - Provides basic skills training to residents through: GED preparation; Adult Basic Education (ABE) tutoring/classes in reading, writing and math; and ESL classes.

Emergency Food - Provides food assistance through emergency feeding program to individuals in crisis and/or bi-monthly food bank services. The Redmond Food Bank is located at [16725 Cleveland St.](#)

Emergency Financial Assistance - Addresses the emergency financial needs of families in crisis for eviction prevention, motel vouchers, utilities help, and medical prescriptions and other needs.

Family Development Program - A long term voluntary case management program that serves low income families in North and East King County who are at risk of homelessness.

Housing - Provides emergency shelter, transitional housing and case management.

[Jewish Family Service](#)

Refugee and Immigrant Service Centers - Provides resettlement services for refugees and immigrants, including individual and family assessment and case-management, social services, English as a Second Language classes, pre-employment and employment services, and citizenship services.

[Kindering](#)

Provides behavioral health consultations and trainings to child care providers throughout King County.

[King County Sexual Assault Resource Center](#)

Comprehensive Sexual Assault Services - Support services for child, youth, and adult victims of sexual violence and their families. 24-hour crisis line: 800-825-7273 or 888-99-VOICE

[Lake Washington Schools Foundation](#)

LINKS Mentoring – A volunteer and mentoring program that supports at-risk students.

[LifeWire](#)

Community Advocacy Program - Provides a variety of direct services designed to address the immediate needs of survivors of domestic violence and their children.

My Sister's Home - Provides immediate, safe, confidential shelter; legal support, counseling, basic needs such as food and clothing and domestic violence advocacy. 24-Hour crisis line: 425-746-1940.

[NAMI Eastside](#)

Provides support to those whose lives have been impacted by severe mental illness through community forums, classes, and information and referral.

[Senior Services](#)

Meals on Wheels – Provides home-delivered meals and liquid supplements to homebound elders.

Volunteer Transportation - Helps to meet the transportation needs of King County seniors by providing personalized, free transportation services.

[Sound Mental Health](#)

Child and Family Services Community Services - Provides community-based mental health care and wraparound facilitation to children and adolescents with severe emotional and/or behavioral problems.

Low-Income Counseling - Provides comprehensive assessment and treatment to low income individuals.

[The Sophia Way](#)

Eastside Women's Winter Shelter – Emergency winter shelter for women and families. Winter season only.

Sophia's Home - Addresses a continued shortage of affordable housing for homeless women on the Eastside.

[Sophia's Place](#) - Homeless shelter for adult women, with case management and support services. Located at St. Luke's Lutheran Church, [3030 Bellevue Way NE in Bellevue](#).

Eastside Homeless Women's Center - Place for single homeless and very low-income women at imminent risk of homelessness to drop in and get their basic needs met. Located at St. Luke's Lutheran Church, [3030 Bellevue Way NE in Bellevue](#).

[Therapeutic Health Services](#)

Provides intensive outpatient drug and alcohol treatment, counseling and case management services.

[YMCA Bellevue](#)

Neighborhood School House - A community learning and family support center based at Redmond Elementary School.

[Youth Eastside Services](#)

Early Intervention - A comprehensive program designed to improve mental health functioning by providing and increasing community access to mental health services, substance abuse treatment and social services.

Family Net - Provides comprehensive, free-of-charge social services to youth/families, on-site at Redmond Elementary and Rose Hill Elementary to solve serious problems at home, school or community.

Latinos Unidos - Provides a variety of youth services to identified at-risk Latino youth at Redmond High School working in collaboration with school and other community entities as warranted.

[YWCA](#)

Family Village - Provides transitional housing for homeless families with children for up to 18 months.

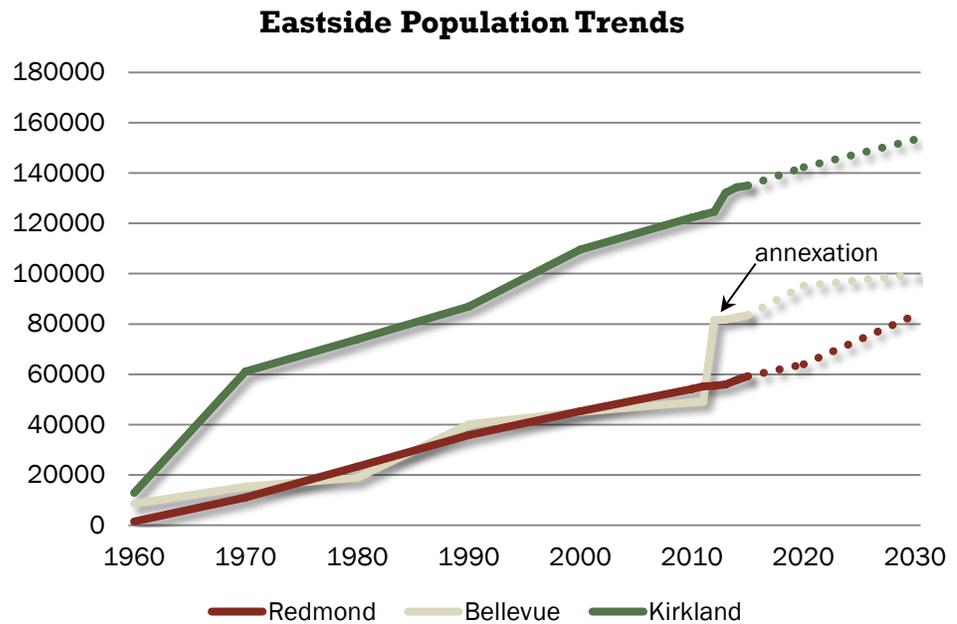
Appendix C – Demographics

Unless otherwise noted, all data are taken from the US Census Bureau 2009-2013 5-Year American Community Survey.

Population

The Washington State Office of Financial Management estimates that the population of Redmond is 59,180 in 2015.⁸ This reflects a 9.3% increase since 2010. Forecasts predict that Redmond’s population will continue to increase by 37% to 81,194 by 2030.⁹

Although Redmond has fewer residents than its immediate neighbors, it has a significant daytime employment population. There are 77,811 employees who work in Redmond each day, a number that is expected to grow by 56% to 121,144 by 2030.¹⁰



Of Redmond’s ten planning areas, the bulk of the residential growth will occur in Overlake and Downtown, while job growth will center on Overlake and Southeast Redmond. The implications of this residential and employment population growth are tremendous.

⁸ Office of Financial Management, April 1 Estimates, 2015

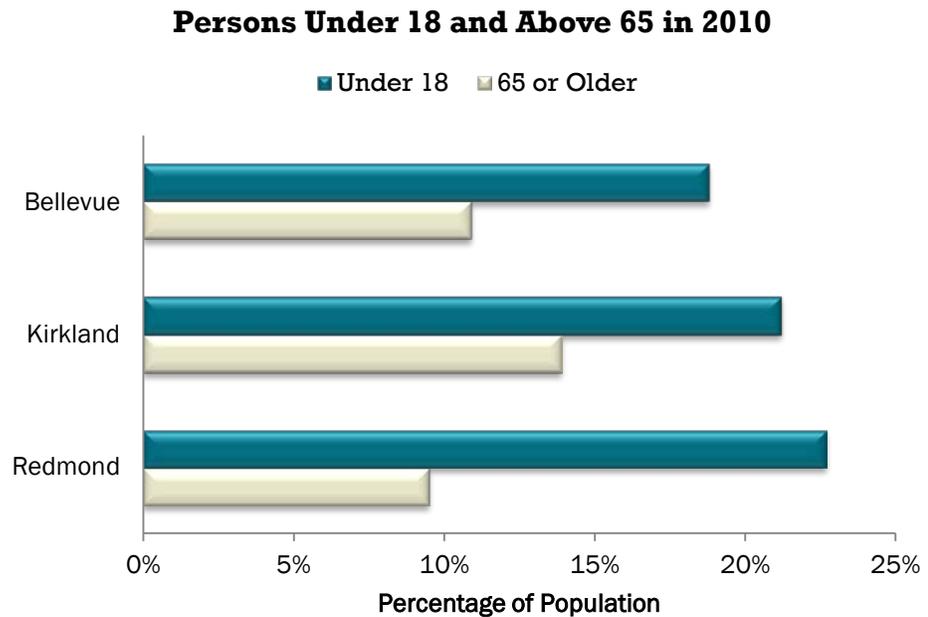
⁹ City of Redmond Long Range Planning, 2015

¹⁰ Ibid.

Age

Throughout King County and the state, the population is growing older. Persons over the age of 65 will represent 19.7% of Washington State's population by 2030.¹¹ Redmond, in contrast, is a relatively young city. While Redmond's senior population will continue to grow, by 2030, they will represent the smallest percentage of the age distribution.

Redmond is one of the youngest cities in the region, with more children and fewer older adults than its neighbors. In 2013, the median age in Redmond was 35.2 years with 21.1% of the population under age 18 and only 9.3% over age 65.

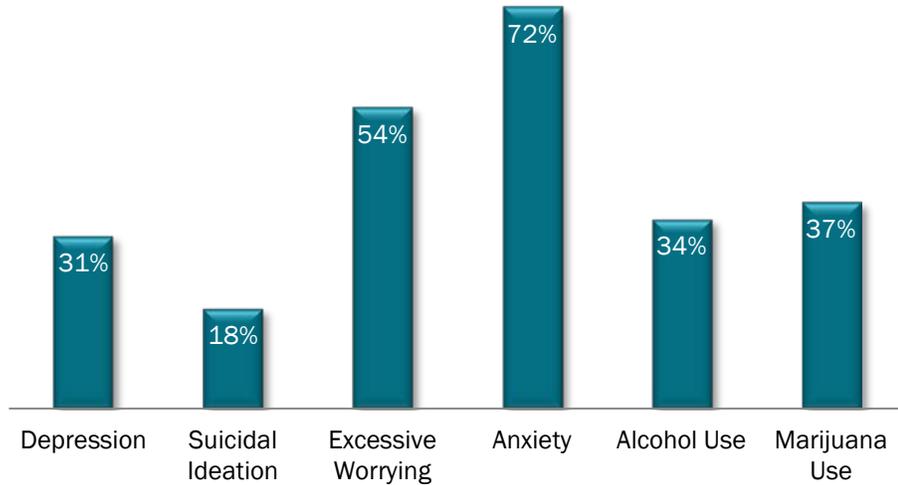


Perhaps one of the greatest concerns amongst human services providers is that youth issues in Redmond are increasing. In 2014, the Lake Washington School District's Healthy Youth Survey found significant rates of self-reported depression, suicidal ideation, excessive worry, anxiety, alcohol and marijuana use.¹²

¹¹ City of Redmond, Economic Study, 2009

¹² Lake Washington School District, Healthy Youth Survey, 2014

Percentage of LWS D 12th Graders reporting



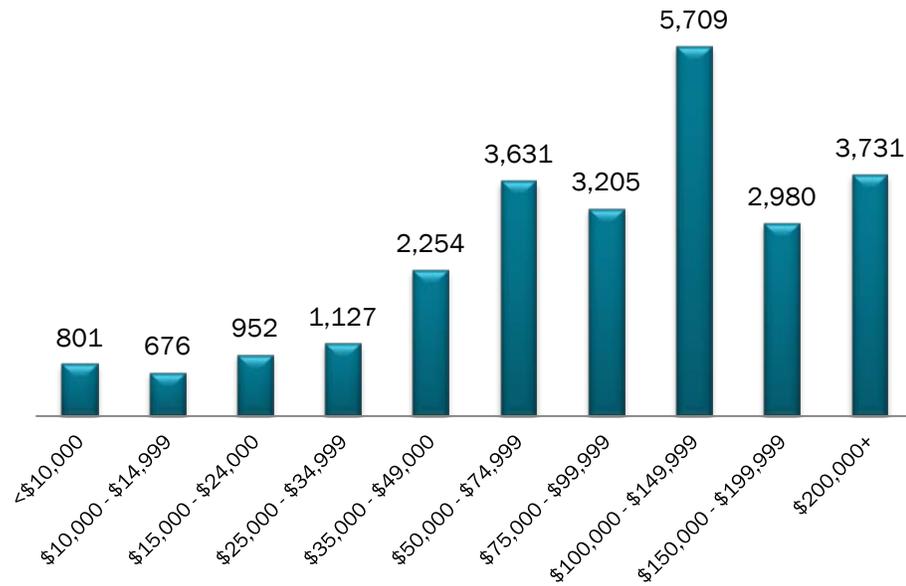
More teens, especially young males, experience homelessness and report a sexual abuse incident prior to running away. Homeless teens and poor youth are often hesitant to access resources at school because of the stigma associated with entering programs. Providers also indicated that there are insufficient youth programs after school and during the summer in Redmond to keep poor youth and homeless youth occupied.

Income

Reflecting a national trend, the gap between the extreme poor and those earning median income is significantly widening. This disparity is due in part to the increases in median income in Redmond; however, poverty has been increasing in Redmond, as well. Providers have noted that Redmond's affluent residents are often unaware of this disparity, creating a stigma for those who need to access human services.

In 2013, the estimated median household income in Redmond was \$99,192 (compared to Washington State's median of \$59,478), with a per capita income of \$51,582.

Number of Households by Income

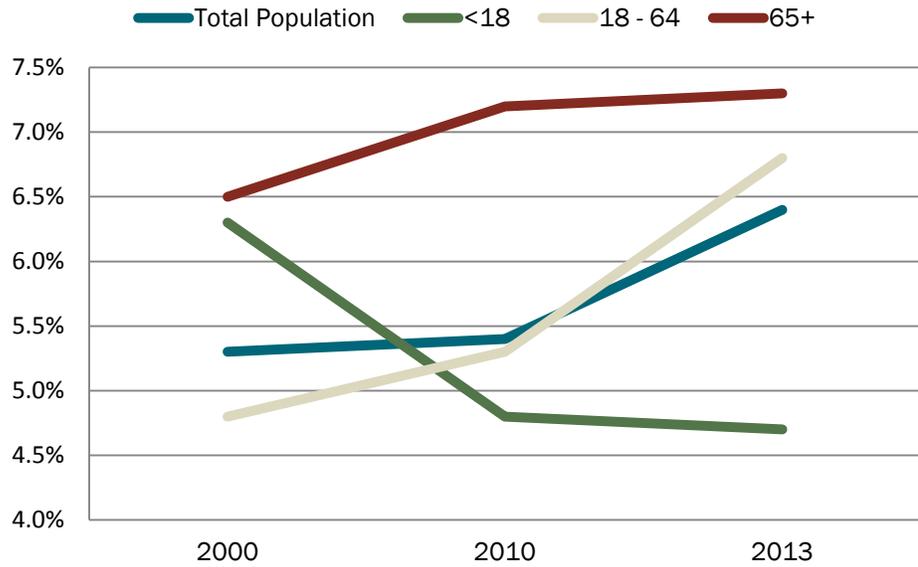


Poverty

Though Redmond is an affluent community, there is still a considerable and growing gap between the upper middle class and those in poverty.

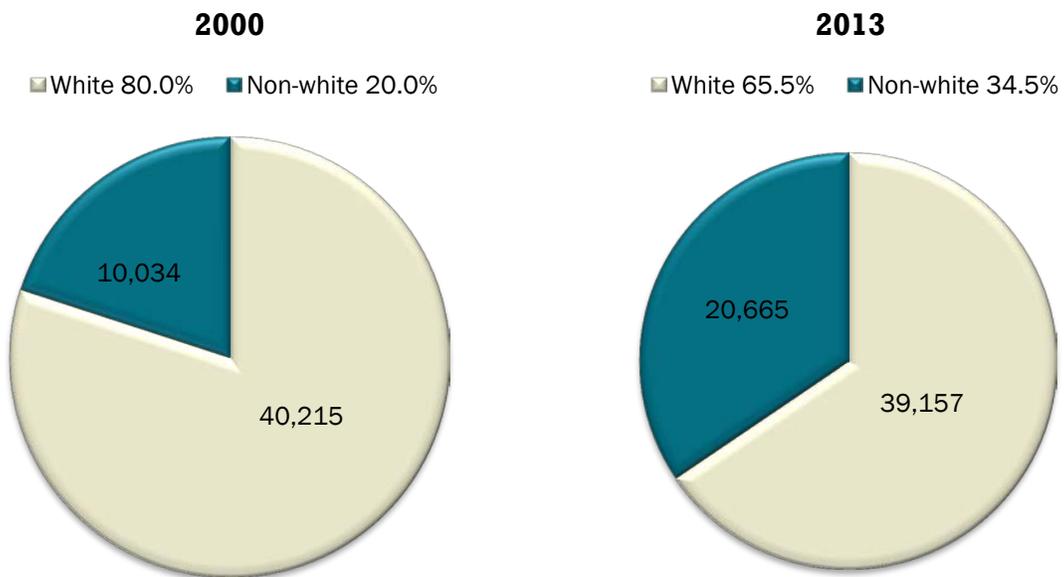
Of the total population in 2013, 6.4% of the population was living below the Federal Poverty Line (583 families). 8,224 individuals (14% of all residents) are living under 200% of the Federal Poverty Line and are considered to be low-income. Since 2000, there has been an increase in poverty in every age bracket except for those under age 18.

Percentage of Population in Poverty



Diversity

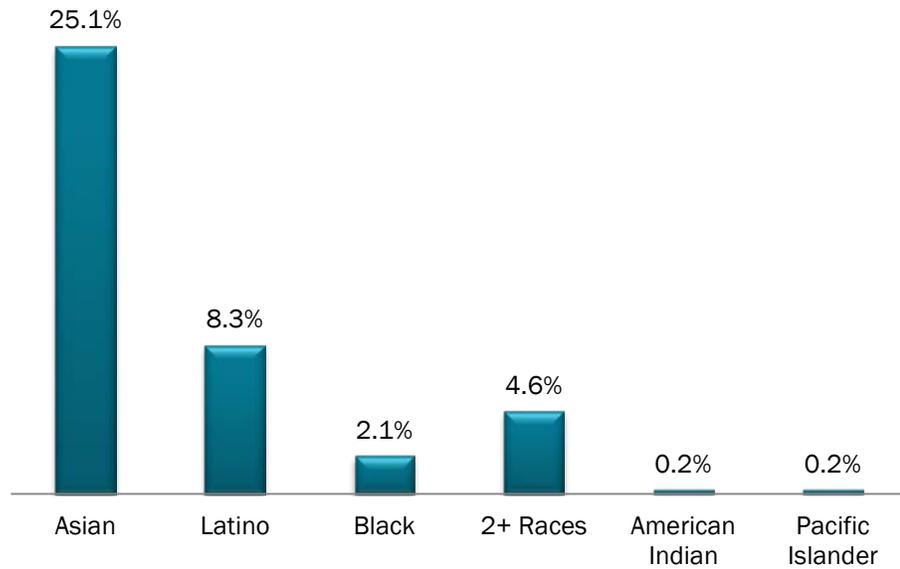
Redmond’s residential and working populations are becoming increasingly diverse, as more immigrants, mostly from Asia, move here. Several of these recent immigrant families are non- or limited-English speaking and are reluctant to access human services for a variety of reasons. Providers have described Redmond’s ethnic diversity as blended; racial and social equity is high amongst well-educated immigrants.



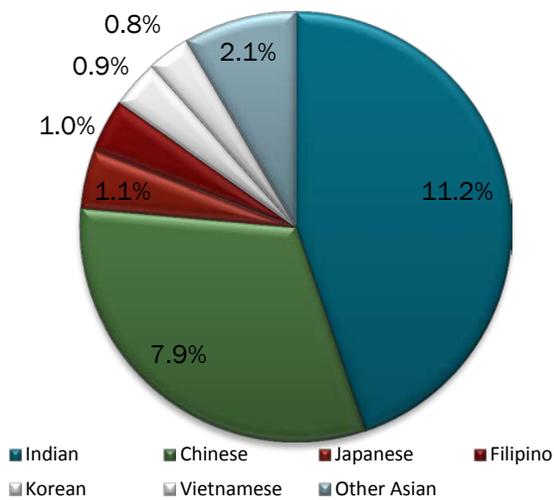
Race & Ethnicity

City of Redmond is becoming more diverse as it grows. Census data show that the proportion, as well as the absolute number of White residents in Redmond is decreasing. Asians and Latinos represent the fastest growing ethnic groups in the city.

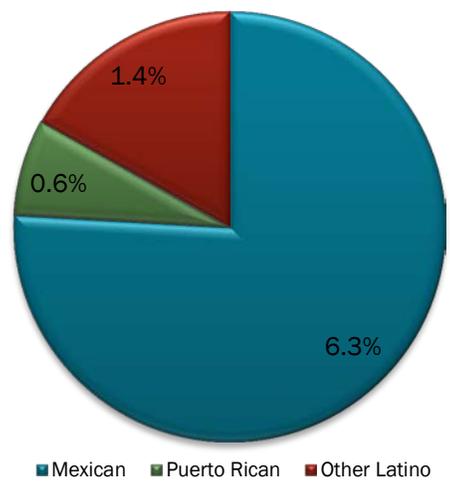
Race & Ethnicity



Asian



Latino

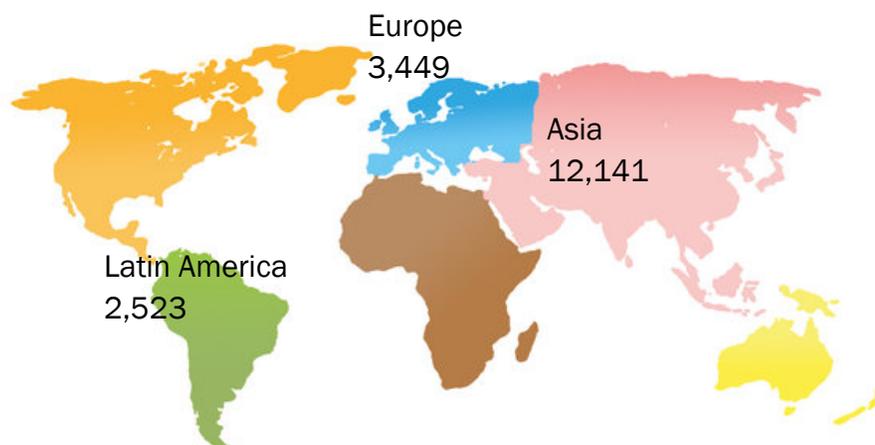


Nativity

Much of Redmond's population growth can be attributed to a growing immigrant population. Redmond residents are more likely than King County or Washington State residents to be foreign born.

In 2013, one out of every three Redmond residents (19,710) was born in another country. Of these, 31% are naturalized US citizens. The majority of those who are foreign-born come from Asia (62%), followed by those from Europe (17%), then Latin America (13%).

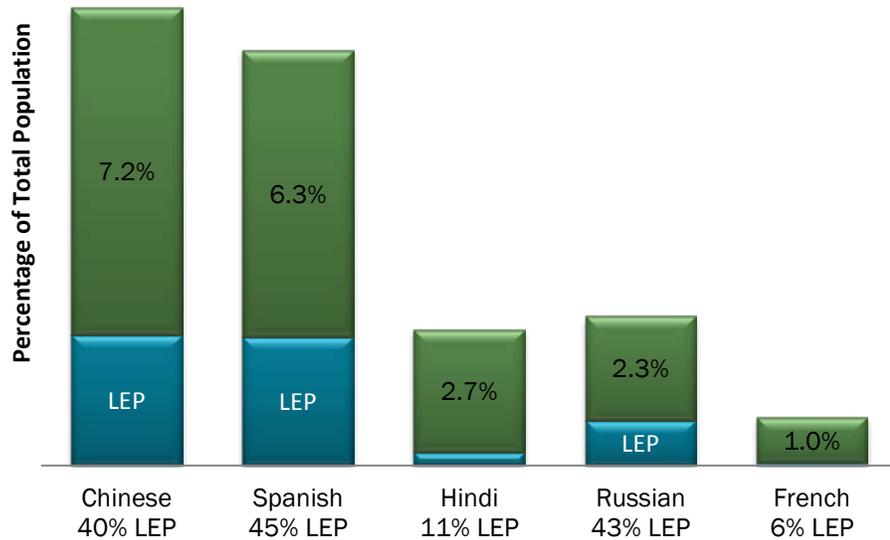
Top Three World Regions of Foreign Birth 2013



Language

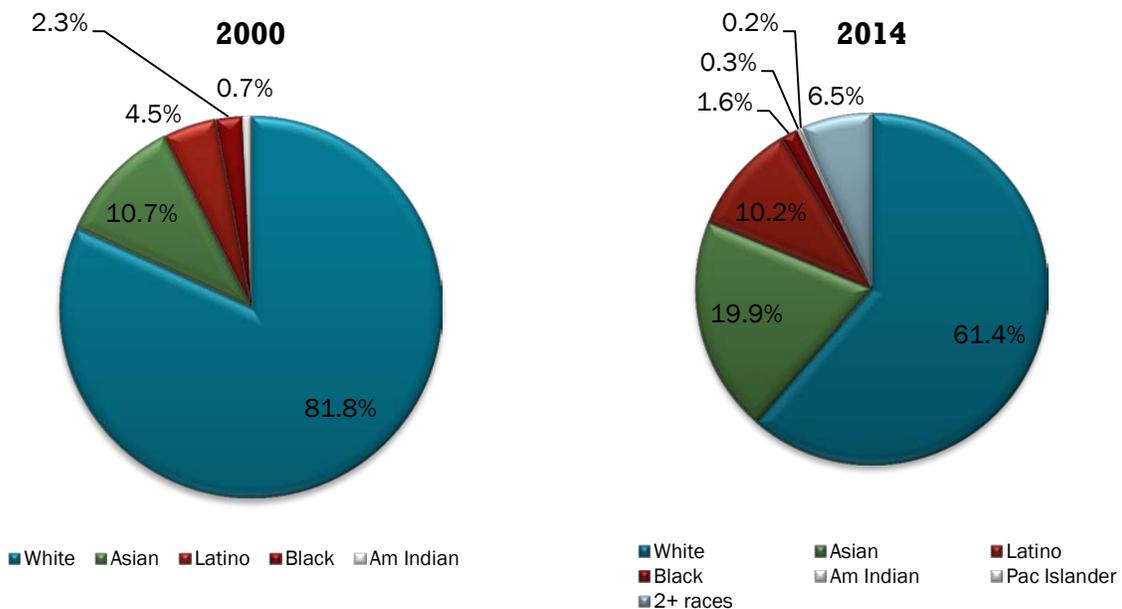
With the increasing number of residents from other countries, comes an increasing diversity in the languages spoken in Redmond. The table below shows the top five non-English languages spoken in Redmond and the percentage of residents who speak them. It also shows the percentage of those people who are Limited English Proficient (LEP), i.e. they speak English less than “very well”.

Top 5 Languages Other Than English



Schools

In accordance with these diversity trends, the ethnic and racial composition of the schools is also changing. For example, in all ten of Redmond’s elementary schools in the Lake Washington School District, the percentage of Asians and Latinos has increased significantly between 2000 and 2013, while the percentage of white students has decreased.¹³ The number of languages spoken in Lake Washington School District schools now stands at 105.



¹³ Office of Superintendent of Public Instruction, Washington State Report Card

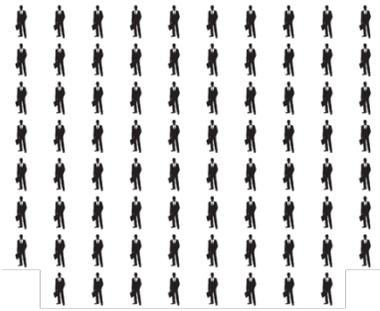
Housing

The majority of Redmond’s housing stock is comprised of single-unit detached homes (44.2%). However, recent development has yielded several multi-family projects, with over 62% percent in structures of ten or more units.

Though housing availability has increased in the past decade, there is a significant imbalance in the relationship of jobs to housing; Redmond has approximately 77,811 jobs and 26,381 housing units, yielding a jobs-to-housing ratio of 3:1. Many people working in Redmond cannot afford to live in Redmond. In fact, 29.5% of Redmond residents pay a rent that is 30% or more of their household income.

Reports from the Bill and Melinda Gates Foundation have indicated that there is a high need for affordable housing in East King County. In 2007, benchmarks showed that only 2 percent of rental units in Redmond were considered low-income to affordable housing options, with residents who earned 50 percent or less of the city’s median income.¹⁴

For example, affordable housing is defined as rent that is 30% of a household’s income.¹⁵ The table below demonstrates the wide gap between the median monthly housing cost in Redmond (\$1,628) and what is affordable to families earning 30%, 50%, 80% and 100% of the median income.



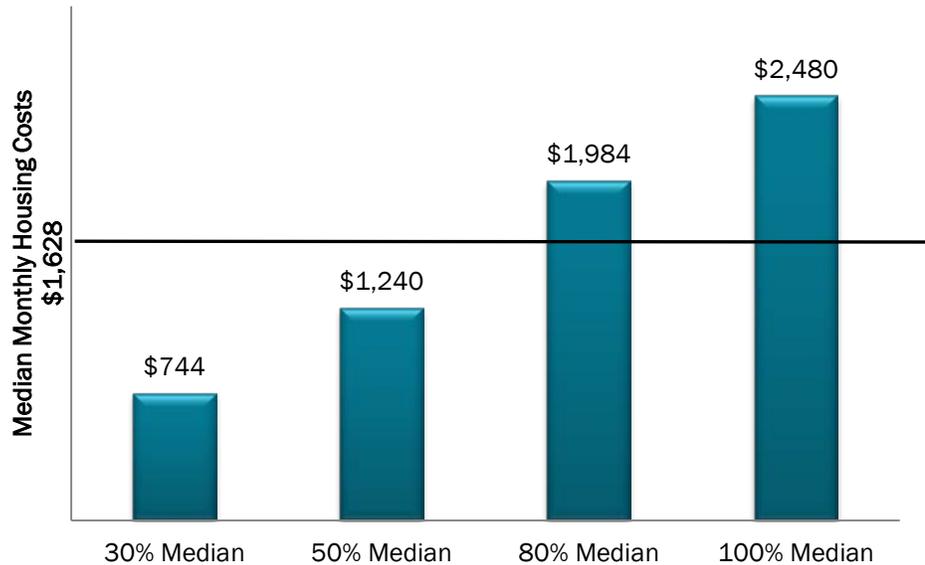
78,000 workers
26,000 homes



¹⁴ Eastside Human Services Forum, Planning to End Homelessness, 2007

¹⁵ *Ibid.*

Housing Affordability



Homelessness

Homelessness in Redmond and across East King County has become more and more visible despite coordinated regional efforts to reduce it. Though there are multiple factors that can lead to homelessness, service providers expressed that lack of affordable housing in Redmond is one of the key reasons that homelessness persists.

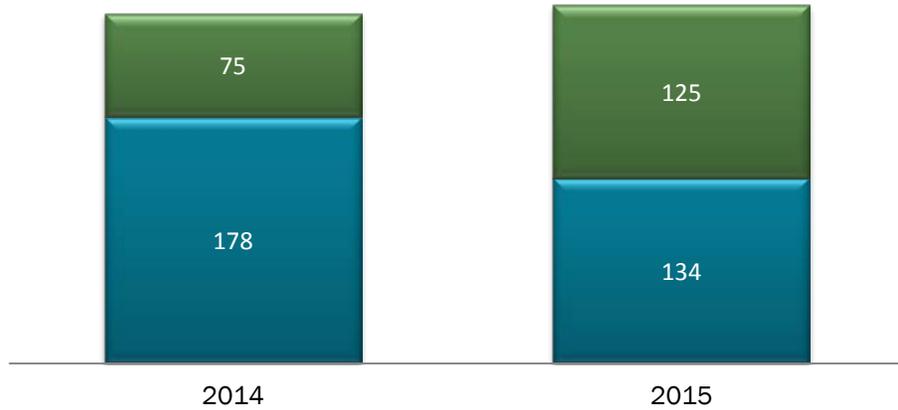
The annual One Night Count found 134 unsheltered homeless individuals on the Eastside in 2015, a 25% decrease from the previous year.¹⁶ However, Eastside winter shelters reported serving more individuals than in previous years. Service providers also reported a significant increase in the number of families accessing shelter.¹⁷

¹⁶ Seattle/King County Coalition on Homelessness, 2015 Street Count Results

¹⁷ Stakeholder interview, 2015

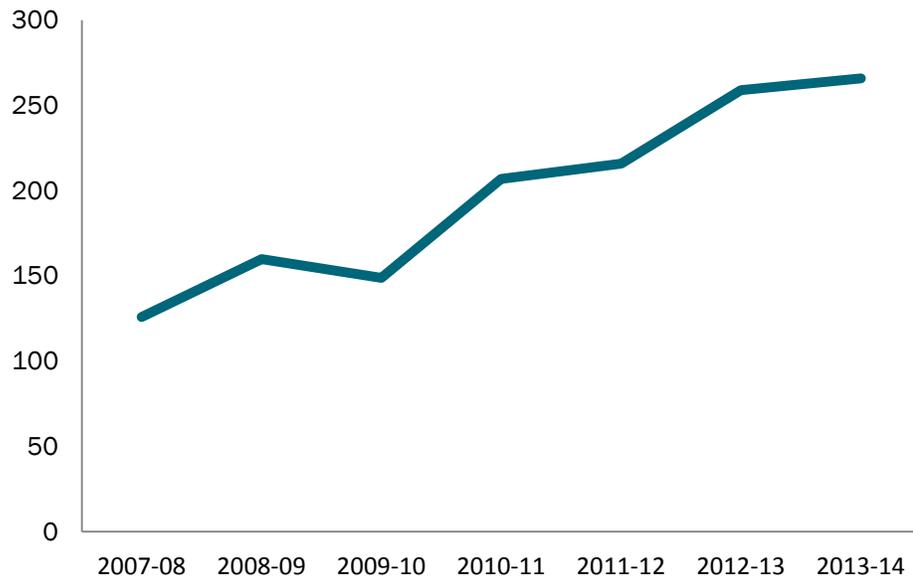
Eastside Homeless One Night Count

■ Unsheltered ■ In Shelters



Over the past 7 years, the number of homeless students in the Lake Washington School District has increased dramatically, nearly doubling between the 2007-08 school year, at the height of the recession, and 2013-14.¹⁸

LWSD Homeless Students

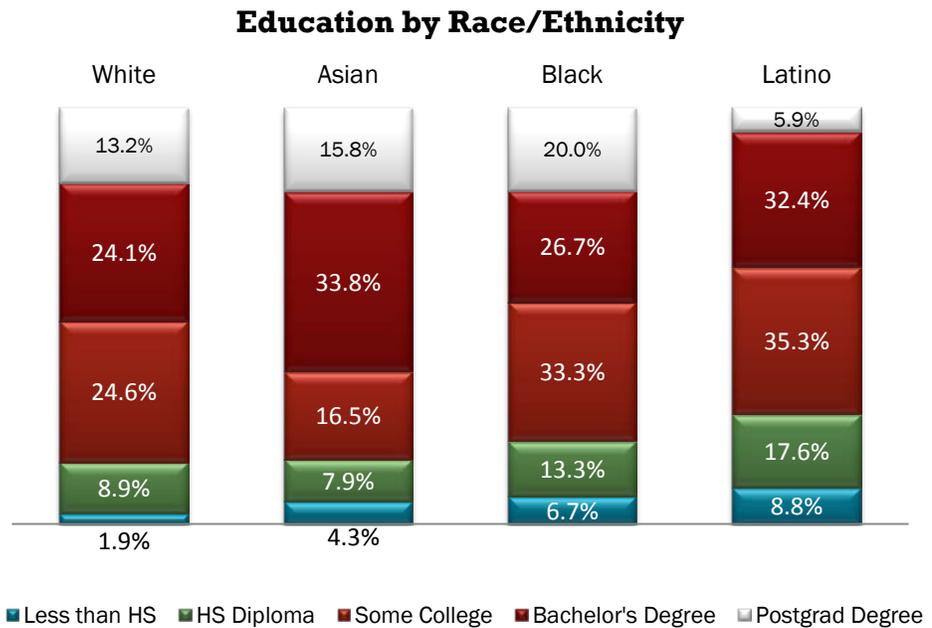


¹⁸ Office of the Superintendent of Public Instruction, *op cit.*

Education

Redmond residents are generally highly educated; as of 2012, 95.3% completed high school and 60.1% held at least a bachelor's degree.¹⁹ These values are augmented with the employment population is also considered.

When disaggregated by race and ethnicity, we find that ethnic minorities have two to four times as many individuals without a high school diploma, and 13% –144% more individuals with only a high school diploma as compared to Whites. Interestingly, Asians and African Americans have higher rates of post graduate degrees than Whites, but Latinos the lowest.²⁰



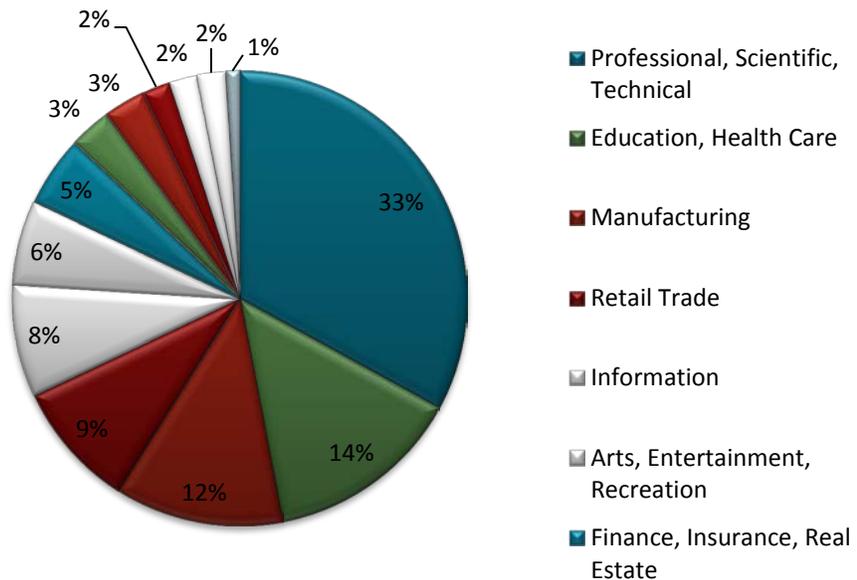
Employment

There are about 32,000 employed people living in Redmond. The occupation distribution in Redmond is dominated by the professional/scientific/technical, and education/health care sectors which make up nearly half of all workers.

¹⁹ US Census Bureau, 2008-2012 5-Year American Community Survey.

²⁰ US Census Bureau, Redmond & Kirkland PUMS, 2012

Employment by Industry



Public transportation has been identified by service providers as a significant issue for low-income Redmond and East King County residents. These individuals are the most susceptible to Metro route cuts. As transportation options decrease, vulnerable populations will have a more difficult time accessing jobs, and the human services needed to access employment in and around Redmond.

Public Health

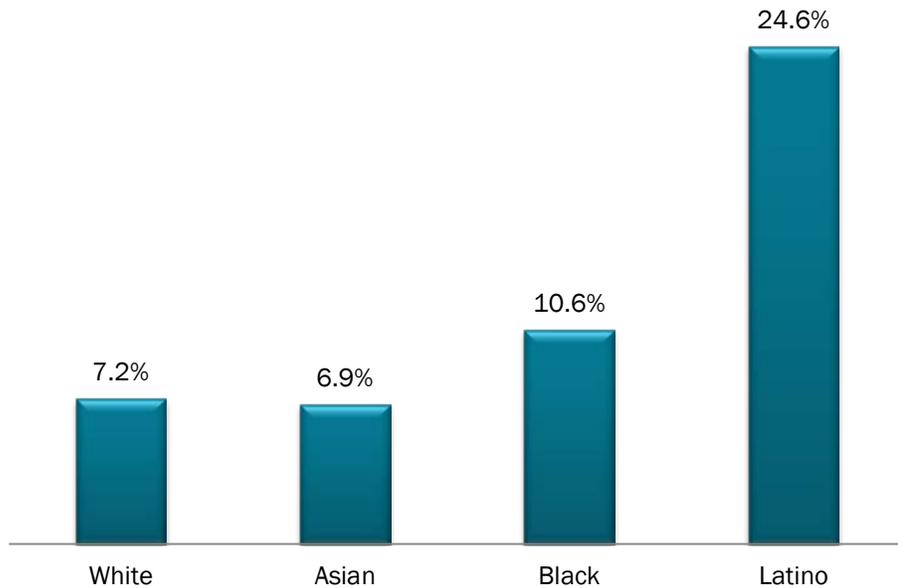
The life expectancy of Redmond residents is significantly higher than both King County and the Washington State, at 85.0 years, 81.5 years, and 79.8 years respectively. The top five leading causes of death in Redmond are cancer, heart disease, Alzheimer's, stroke, and accidents.²¹

At just under 90%, the percentage of adults in Redmond (18-64) with health insurance has remained essentially the same since implementation of the Affordable Care Act (ACA) in 2010.²² When viewed by race and ethnicity however, the picture is not as rosy. The percentage of uninsured Latino residents is more than three times that of White residents. Presumably, some of these individuals may be ineligible for insurance under the ACA if they are low income and either newly arrived (less than 5 years in the country) or undocumented. In either case, lack of access to health care is a significant concern for the entire community.

²¹ Public Health Seattle & King County, King County City Health Profile Redmond, 2012

²² *Ibid.*

Uninsured

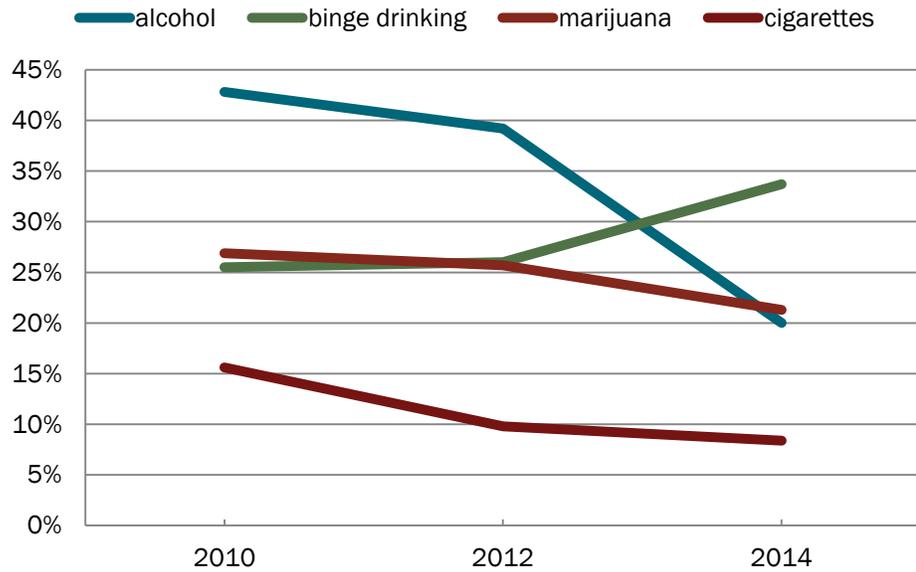


Substance Use

In 2011, 13% of Redmond residents reported excessive alcohol consumption. This, however, was significantly lower than the county as a whole (19%). Among youth, the 2014 Healthy Youth Survey revealed that among Lake Washington School District 12th graders, 33.7% reported using alcohol in the last 30 days, 20.0% reported binge drinking in the past two weeks (five or more drinks in a row), 21.3% reported using marijuana or hashish in the last 30 days, and only 8.4% reported smoking cigarettes in the last 30 days.²³

²³ Lake Washington School District, Healthy Youth Survey 2014

12th Grade Substance Use



Smoking

Redmond reported one of the lowest percentages of smokers in King County, with only 7% of the population listed as smokers.²⁴ This aligns with a continually decreasing trend among youth as well.

Domestic Violence

While there are no Redmond specific statistics, in 2012 LifeWire, an Eastside domestic violence program, recorded 11,000 crisis line calls and worked with 5,200 local victims.²⁵ Anecdotal data find Redmond’s refugee and immigrant population at higher risk for experiencing domestic or intimate partner violence. However, reports from the Redmond Police Department do not show an increase in number of domestic violence calls.²⁶

Public Assistance Programs

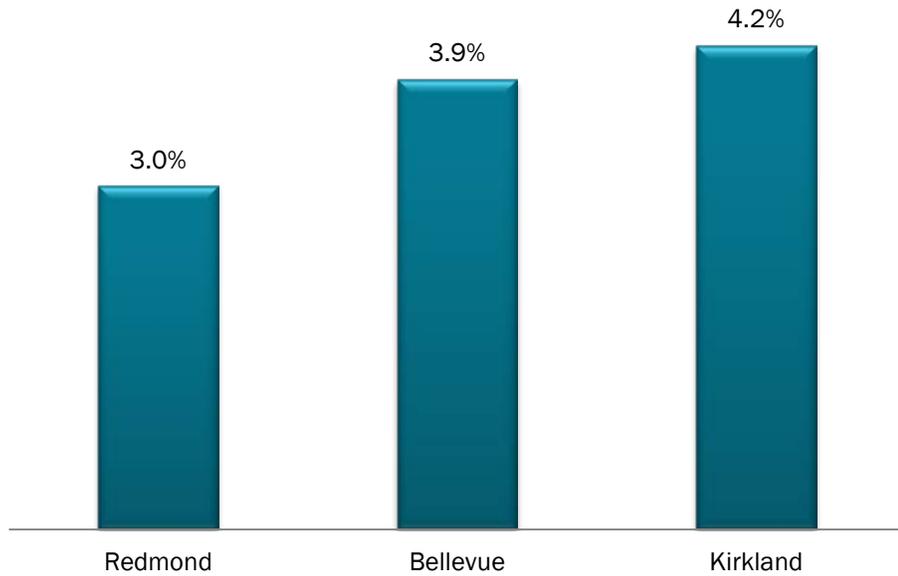
In 2013, 461 Redmond families received Supplemental Security Income (SSI) or Temporary Assistance for Needy Families (TANF). Compared to its neighbors Bellevue and Kirkland, Redmond has a lower rate of SSI or cash assistance usage.

²⁴ Public Health Seattle & King County, *op cit.*

²⁵ Redmond Reporter, LifeWire New Name for Eastside Domestic Violence Program, 2012

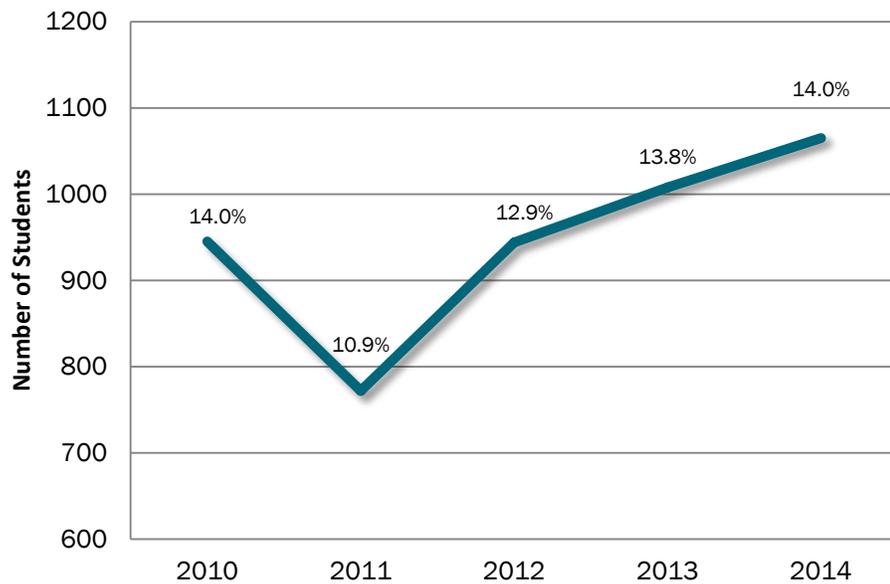
²⁶ Redmond Police Department, 2014

Percentage of Families Receiving Assistance



In 2014, 1,065 Redmond children were enrolled in the free or reduced-price school meal programs.²⁷ Both the number and percentage of students in this program have been increasing steadily over the past four years.

Free and Reduced Price Lunch



²⁷ Office of Superintendent of Public Instruction, *op. cit.*

Appendix D – Stakeholders

We would like to acknowledge the following individuals for generously sharing their time, expertise and insight. Without these community perspectives, this update to the Human Services Strategic Plan would not be possible.

Mayor

- John Marchione

City Council

- Kim Allen
- Hank Margeson
- Byron Shutz
- John Stilin

Human Services Commission

- Kellen Baker
- Steve Daschle
- Jason Dick
- Carolyn Mansfield

City of Redmond Staff

- Alaric Bien, Human Services Division
- Brooke Buckingham, Human Services Division
- Jeff Churchill, Long Range Planning Division
- Colleen Kelly, Planning and Community Development Department
- Ron Gibson, Police Department
- Ken Wong, Parks Department

Human Services Providers

- Siri Bliesner, Hopelink
- Christina Brandt, AtWork!
- Rochelle Calkins, YWCA
- Beth Church, HealthPoint
- Susan Gemmel, Crisis Clinic
- Kelli Graham, Hopelink
- Linda Hall, YWCA
- Enrica Hampton, Kindering
- Ellen Hegenauer, Catholic Community Services
- Marty Jacobs, Child Care Resources
- Debby Lacy, Eastside Human Services Forum
- Paula Matthyse, Chinese Information and Service Center
- Pam Mauk, Together Center
- Terry Pottmeyer, Friends of Youth
- Steve Roberts, Congregations for the Homeless
- Mimi Siegel, Kindering
- Georgeanne Smith, Hopelink
- Kathleen Southwick, Crisis Clinic
- Sarah Steininger, LifeWire
- Mary Ellen Stone, King County Sexual Assault Response Center
- Lauren Thomas, Hopelink
- James Tolbert, Catholic Community Services
- Kristina Williams, Lake Washington School District Foundation
- Gina Yarwood, YWCA
- Cindy Zwart, Senior Services

*We sincerely apologize for any individuals we may have missed.

Appendix E – Partnerships

In an effort to bolster an Eastside solution to several of the community trends, Redmond’s human services division engages in internal, local, and regional partnerships. These partnerships include:

- Accountable Communities of Health Regional Health Improvement Plan Work Group
- Alliance of Eastside Agencies
- City of Redmond Cultural Inclusion Committee
- City of Redmond Parks and Recreation Department
- City of Redmond Police Department
- Committee to End Homelessness Data and Evaluation Committee
- Committee to End Homelessness Interagency Council
- Community Development Block Grant Consortium
- Cultural Navigator Advisory Group
- Eastside Easy Rider Collaborative
- Eastside Homelessness Advisory Committee
- Eastside Human Services Forum Leadership Team
- Eastside Human Services Forum Marketing Committee
- Eastside Human Services Forum Work Group
- Eastside Race and Leadership Coalition
- Eastside Refugee and Immigration Coalition
- Families and Children Early Support East
- Human Services Funders Collaborative
- Joint Recommendations Committee of King County
- King County Mobility Coalition
- Neighborhood School House Advisory Board
- North and East King County Funders’ Group
- Puget Sound Equity Network
- Redmond Nourishing Network
- United Way Community Building Committee
- United Way Community Building Committee Racial Equity Work Group
- United Way Out of the Rain Impact Council
- United Way Strengthening Our Communities Impact Council