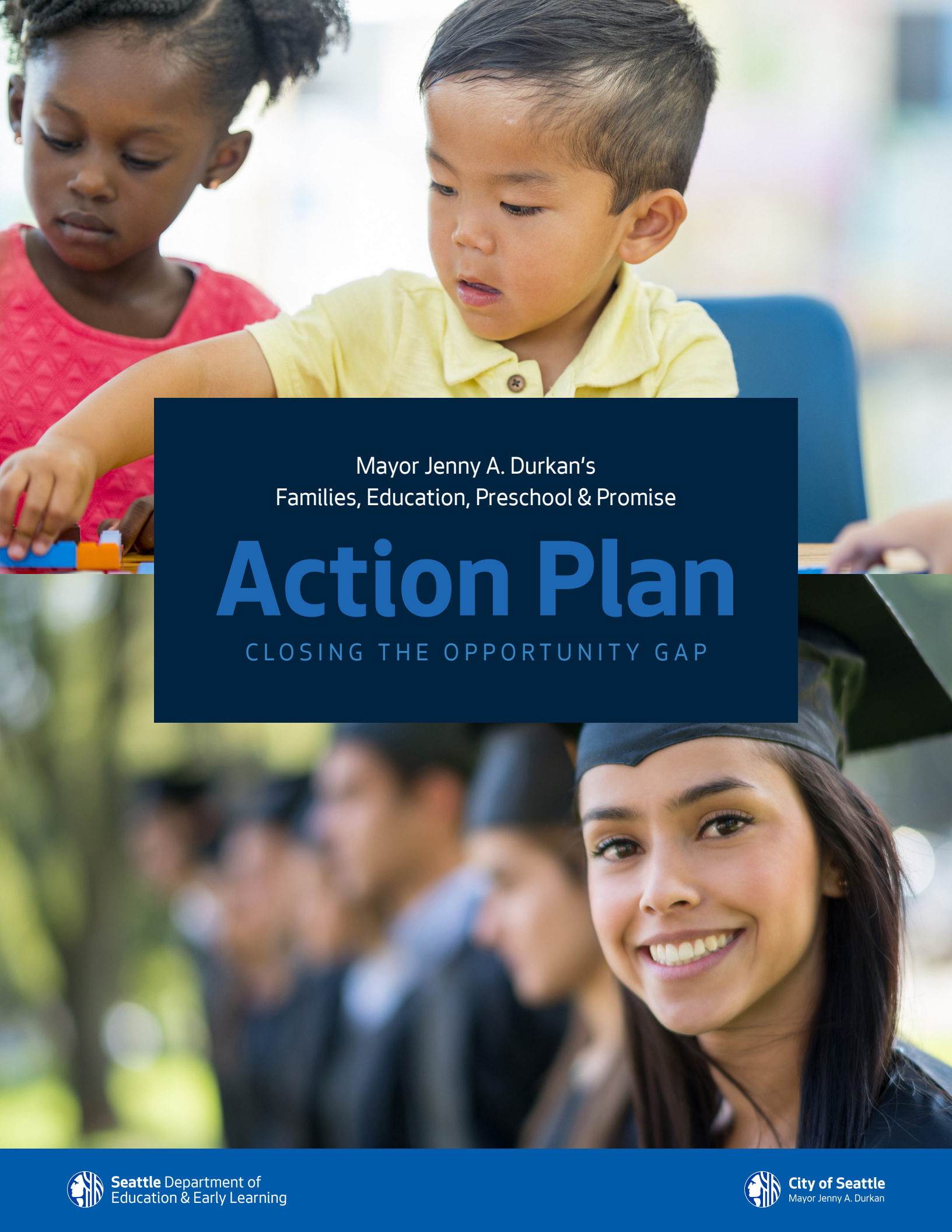




Mayor Jenny A. Durkan's
Families, Education, Preschool & Promise

Action Plan

CLOSING THE OPPORTUNITY GAP



Seattle Department of
Education & Early Learning



City of Seattle
Mayor Jenny A. Durkan



This Action Plan outlines the City of Seattle’s commitment to eliminating educational disparities through investments in the Families, Education, Preschool and Promise Plan. The Families, Education, Preschool and Promise Plan carries our kids to opportunity across the educational continuum, from preschool to K-12 to post-secondary. By providing high-quality early preschool, investments in K-12, wraparound educational services, and tuition support for college, the City intends that every Seattle child will be able to complete a post-secondary education or job training. Along with promoting teacher diversity and advancing racial and social justice, the Families, Education, Preschool and Promise Plan invests in strategies to ensure young people have access to health, high-quality early learning environments, opportunities for college and job readiness, and post-secondary success.

ACKNOWLEDGMENTS

The City of Seattle and the Department of Education and Early Learning are grateful to all the families, youth, providers, and providers who participated in community engagement efforts leading up to the development of the Families, Education, Preschool and Promise Plan, and who make our efforts to achieve educational equity possible as direct service providers.

Alliance for Education, ArtsCorps, Associated Recreation Council, Breakfast Group, Causey’s Learning Center, Catholic Community Services, Child Care Aware of Washington and King County, Childcare Resources, Children’s Home Society, Child Care Resources, Chinese Information Services Center, City of Seattle Departments, Offices, and City Council, CityYear, College Access Now, College Success Foundation, Communities in Schools, Creative Kids Learning Center, Denise Louie Education Center, El Centro de la Raza, E-mode Learning Foundation, Families and Education Levy Oversight Committee, First Place, Friends of the Children, Goddard College, Greater Seattle Bureau of Fearless Ideas, Green Dot Public Schools, Head Start Region X, HighScope Educational Research Foundation, Institute for Learning and Brain Sciences, International Community Health Services, Kaiser Permanente of Washington, Kids Company, King County Latino Childcare Taskforce, Laid Norton Family Foundation, Latona School Associates, Launch, Life Enrichment Group, Neighborcare Health, Northwest Center, Odessa Brown Children’s Clinic, One America, Page Ahead, Primm ABC Childcare, Public Health—Seattle & King County, Puget Sound Educational Service District, Raikes Foundation, Rainier Valley Corps, Reading Partners, Refugee Women’s Alliance, The Roadmap Project, School’s Out Washington, Seattle Chamber, Seattle Children’s Hospital, Seattle Colleges, Seattle Education Association, Seattle Public Schools and School Board members, Seattle University, Seattle Youth Commission, Seed of Life, SEIU 925, Soccer Without Borders, South Child Care Solutions, Sylvan Learning, STEM Paths Innovation Network, Swedish Medical Center, Technology Access Foundation, Thrive Washington, Tiny Tots Early Learning Collaborative, Treehouse, United Way of Kind County, University of Washington, University Tutors for Seattle Schools, Urban League of Metropolitan Seattle, Vietnamese Friendship Association, Voices of Tomorrow, YMCA, Youth Development Executives of King County, Washington State Charter School Association, Washington State Department of Early Learning, and Woodland Park Zoo.

We would also like to acknowledge the residents of Seattle who recognize and support the importance of making accessible, high-quality, and affordable educational opportunities a reality of our city, our students, and our children.

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Letter from the Mayor

Dear Neighbor,



Our city faces an incredible opportunity to invest in our kids' success, close the opportunity gap, and make sure they are prepared for the jobs of the future.

With both the 2011 Families & Education Levy and 2014 Seattle Preschool Program Levy set to expire this year, we have that chance. That's why I am proposing we renew and combine them through my new **Families, Education, Preschool and Promise Plan**.

As proposed, my plan would make seven years of investments to:

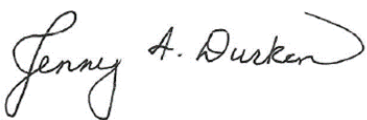
- Double the number of children in quality preschool;
- Increase K-12 and community investments, including in critical school-based health services, increasing teacher diversity and helping students most at risk of dropping out of school;
- Expand access to college for Seattle Public School graduates through support for the Seattle Promise College Tuition Program created in my first 100 days as Mayor;
- Empower parents, teachers, and communities.

At a time when the Washington Legislature is providing Seattle Public Schools significantly more resources for basic education including K-3, we can continue our strong investments in K-12 while doubling down on areas where we can have the biggest impact on our kids' lives and close the opportunity gap.

As we face a growing affordability crisis, I recognize that many families in Seattle are stretched thin. As proposed, this Families, Education, Preschool, and Promise Plan will add only approximately \$5 a week to a homeowner's property tax bill. And for the first time, low-income seniors, people with disabilities, and veterans will be eligible for an exemption.

We have to come together to make investments that will help build true economic opportunity and create better pathways to good-paying jobs. I am excited to seize that chance together, and I thank you for taking the time to review this plan for a better, brighter future for our children and our City.

Sincerely,

A handwritten signature in black ink that reads "Jenny A. Durkan".

Mayor Jenny A. Durkan

Our programs work to ensure all Seattle children graduate from school ready for college or a job.

Seattle's economy is booming. Our city is one of the fastest-growing major U.S. cities, filled with diverse businesses and some of the highest-wage, most innovative jobs in the country. While our city has added 222,000 jobs in the past decade and the number of residents has grown to over 700,000, we know that not all have benefited from the rapid economic growth. Too few of Seattle's young adults are ready for these jobs and able to benefit from the thriving local economy.

Opportunity gaps in our city are significant. Disparities that exist economically and socially begin at an early age, often in the very institutions meant to support our youth. Disparities persist due to levels of access to educational experiences and expanded learning opportunities between some students and historically-underserved students of color.

Our programs work to achieve educational equity by providing kids with:

- 1 High-quality preschool that prepares kids for success in kindergarten
- 2 K-12 and community investments so students and families are healthy and supported
- 3 College opportunities to attain a credential, degree or certificate and a pathway to good jobs



"Historical, economic, sociopolitical, and moral decisions and policies that characterize our society have created an education debt"

— Dr. Gloria Ladson-Billings

This education debt is formed by annually compounding disparities. We must address these disparities now, for the sake of our children and our children's children. Social justice cannot wait as more debt accrues. Now is the time to create opportunities for success. Now is the time to close the opportunity and preparedness gaps.

There is more work to be done.

Current strategies are not closing the opportunity gap fast enough for Seattle's youth. Despite outperforming the state in overall academic achievement, Seattle Public Schools (SPS) has struggled to reduce persistent opportunity gaps for historically-underserved students. An estimated **56-72%** of American Indian/Alaskan Native, African American/Black, and Hispanic/Latino students enter SPS unprepared for kindergarten according to a Washington State assessment (WaKIDS). In 2015, African American/Black and Hispanic Latino students had on-time graduation rates **11-19%** lower than the overall SPS graduation rate, and when these students go on to pursue post-secondary opportunities, they are more likely to enroll in remediation courses. The City of Seattle will leverage the Families, Education, Preschool and Promise Plan funding to close this gap.



Our Best initiative

Seattle's commitment to young, black men is a key component of addressing the Opportunity Gap.



Seattle Promise

Mayor Durkan is committed to providing two years of college tuition, so all kids have access to the jobs of Seattle's future.

Seattle Preschool Program

One of the most effective investments we can make in education is in giving kids a strong start through quality preschool.



Year-round learning

The City believes that learning doesn't stop when the school bell rings or summer break starts and are investing in year-round learning.

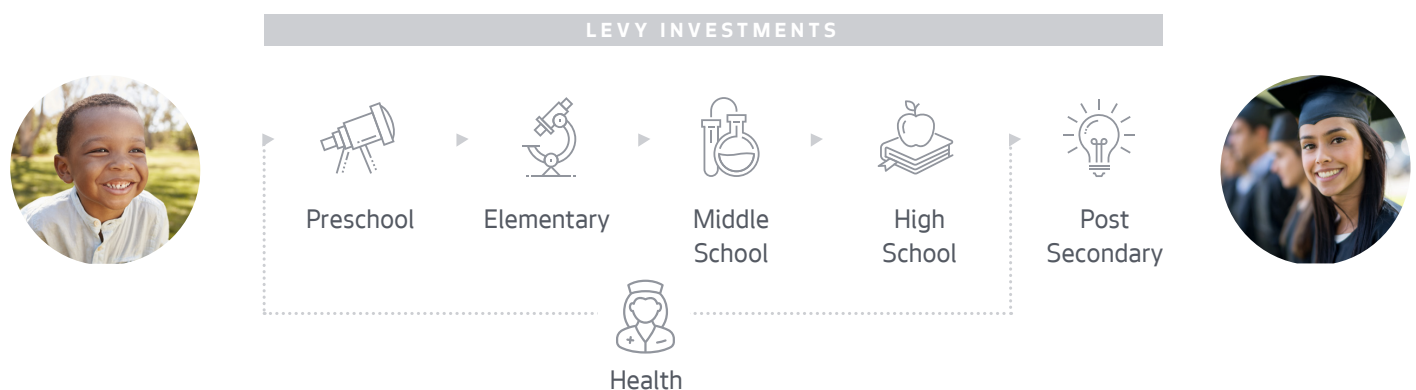


In 2017, Mayor Jenny A. Durkan signed an Executive Order affirming the city's commitment to the Race and Social Justice Initiative. The City of Seattle's commitment to racial equity aligns with the Families, Education, Preschool and Promise Plan's investments in schools, students, and communities with an explicit focus on achieving education equity. Our investments are intended to eliminate opportunity gaps for historically-underserved students—students who experience systemic inequities in educational achievement because of their race, ethnicity, socioeconomic status, English proficiency, community wealth, familial situations, special education needs, or other factors. In implementing the Levy, the City will prioritize investments to ensure education equity for African American/Black, Hispanic/Latino, other students of color, and students from historically-underserved groups.

Further, Mayor Durkan is proposing a series of new investments to serve homeless youth and increase teacher diversity. The rate of student homelessness has more than tripled since 2010 making it clear that we as a City must identify resources, innovations, and strategies to help the nearly 4,000 SPS students and families experiencing homelessness. In addition, the current teacher workforce in Seattle, and across the state, is less diverse than the student body it serves. Research has shown that all students benefit from a diverse teaching workforce and the benefit is especially strong for students of color.

We must continue to provide critical support to youth at each stage of their lives.

We know that education doesn't end after graduation. Likewise, research shows that education should begin earlier than kindergarten. The City of Seattle's commitment is to invest across the education continuum.



The Families, Education, Preschool and Promise Plan marks a new opportunity for City of Seattle investments. For the first time, the Families, Education, Preschool and Promise Plan will span from supporting our youngest learners in preschool all the way up to college students. This plan will help the City target its investments in education to support children as they transition from preschool to the K-12 system and then to post-secondary learning opportunities and career. Throughout 2018, the City of Seattle will engage Seattle youth, families, schools, providers, and stakeholders to discuss the strategies and goals of the levy and inform the development of the Levy Implementation and Evaluation Plan. Funds will be made available to begin the critical work detailed in this Action Plan beginning in the 2019-20 school year.



PLAN SUMMARY

The City of Seattle has invested in families and children since 1990. Through four iterations of the Families and Education Levy and with the addition of the Seattle Preschool Program Levy in 2014, Seattle residents have affirmed their commitment to education and improved outcomes for students. When the existing levies end in 2018, the City will have invested to support children and their families in accessing high-quality early childhood education, achieving academically through their school age experience, and pursuing post-secondary opportunities that match their college or career aspirations.

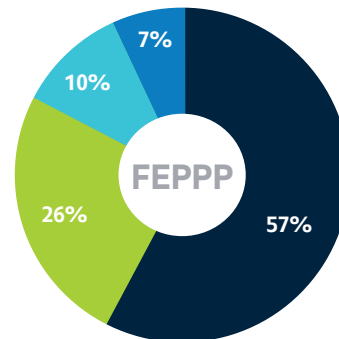
Levy budget

Building the future requires sustained commitment. The Mayor's proposed Families, Education, Preschool and Promise Plan package focuses on the core connections of investments across a continuum of ages and needs. This continuum is comprised of four building blocks: preschool, school health services, K-12 & community investments, and the Seattle Promise College Tuition Program.

With the new mandate that the State fully fund basic education, Mayor Durkan has reoriented the City's investments in K-12 programs with a revised focus on education enhancements and reducing opportunity gaps so that more Seattle Public School graduates can be successful after high school. Opportunity gaps exist when some groups of students have limited access to expanded learning opportunities, exposure to college and job pathways, and personalized support for post-high school success.

Proposed investments

Investment Area	Average Annual Cost	7-year Cost
Preschool	\$51.90M	\$363.0M
K-12 & Community Based Investments	\$23.4M	\$163.9M
K-12 School Health	\$9.4M	\$65.8M
Seattle Promise	\$6.3M	\$43.8M
Total investment	\$91.0M	\$636.5M





PRINCIPLES & PRIORITIES

Levy goals will be achieved through a variety of investment strategies from preschool to K-12, and through to post-secondary. Implementation priorities and principles are as follows:

Implementation priorities

1. Invest in Seattle children, students, families, and communities that have been historically-underserved to increase access to educational opportunities across the education continuum.
2. Establish agreements with community-based organizations, the Seattle School District, Public Health – Seattle & King County, Seattle Colleges, and other institutional partners to allow data-driven and outcomes-based decisions.
3. Implement or continue evidence-based strategies and promising practices to improve program quality and achieve equity in educational outcomes.
4. Improve program instruction and quality and develop sustainable infrastructure through access to capacity-building opportunities for historically-underserved Seattle communities.

Implementation principles

1. Prioritize investments to ensure educational equity for African American/Black, Hispanic/Latino, Native American, other students of color, LGBTQ students and students from historically-underserved groups.
2. Ensure ongoing and authentic student, family, and community engagement and support.
3. Maximize partnerships with community, cultural and language-based organizations.

4. Ensure Levy proceeds are supplemental and complementary to existing public funding structures and services; funding is never used to supplant state-mandated services.
5. Implement competitive processes to identify organizations to partner with the City to deliver services to children and youth.
6. Implement accountability structures based on student outcomes, performance-based contracts, performance-based awards, and practice continuous quality improvement.
7. Provide financial support that increases access to expanded learning opportunities and the affordability of services for families and educators.
8. Report annually on investments, access to services, and progress toward achieving educational equity.

Until race and family income no longer predict educational opportunities and academic achievement, we must continue our investments to address inequities. The benefits of a prosperous Seattle should extend to all of Seattle's children and youth, especially our most vulnerable neighbors. The Families, Education, Preschool and Promise Plan will increase access to quality opportunities across the education continuum.



PRESCHOOL

Access to high quality preschool provides measurable short- and long-term benefits.

Research has shown investing early in children and families can have large impacts over their lifetimes. Children who attend high quality preschool are better prepared for kindergarten and show improvements in language, math and social emotional development. Long-term studies show high-quality preschool programs can reduce special education placement, grade retention and school dropout rates. Though high-quality preschool has been shown to improve outcomes, it is not within reach for all families. By providing access to high-quality, affordable preschool for Seattle children and by partnering with community preschool providers to enhance quality and capacity, Seattle's investment will have a positive and lasting impact on children's well being.

Improves health outcomes

Studies show early learning is associated with better long term health.

Prevents the achievement gap

In the Seattle Preschool Program children of color saw greater gains in preschool than their white peers.

Boosts earnings

Kids who attend preschool have higher lifetime earnings.

Increases academic success

Children who experience high quality preschool are more likely to graduate from high school.

Progress made in Seattle

The City has a track record of success in providing access to quality early learning to children from low- to middle-income families since 2005 through the Families and Education Levy and since 2014 through the Seattle Preschool Program. Outcomes from Seattle-funded preschool in the 2016-17 school year show gains in vocabulary, literacy, and math for children and a marked improvement in instructional quality in classrooms.



\$800-\$1,000+

is the average cost of 6-hours per day of preschool per month for licensed center-based care.



513%

growth in classrooms participating in the Seattle Preschool Program over its first 4 years. It grew from 15 classrooms to 77 classrooms by its fourth year.

1,500+

children will receive high-quality early learning in the final year of the Seattle Preschool Program pilot.



80%

of children attend Seattle Preschool Program free of charge and tuition is collected on a sliding scale for the remaining 20%.



2018 Preschool Levy Strategies

The City will build on existing investments in early learning by working with partners to provide high-quality early learning for Seattle's children, expanding the Seattle Preschool Program, and investing in infrastructure development and capacity building in the early learning community.

Strategies for success

- 1 Access to free or affordable preschool throughout the city, with a focus on meeting the needs of historically underserved communities.
- 2 Quality improvement through culturally-responsive professional development, training, and data-driven decision-making.
- 3 Comprehensive supports for children to thrive, including physical and behavioral health services.
- 4 Collaboration and partnership with governmental and community agencies with complementary or aligned missions and visions.
- 5 Effective, coordinated financial support that leverages federal and state-level investments in early learning access and quality.
- 6 Expanded community infrastructure to support quality early learning.
- 7 Ongoing evaluation to support continuous quality improvement.





K-12 & COMMUNITY

The workforce of the future is growing up right now – we need to give them tools to be successful throughout their lives.

Mayor Durkan is committed to K-12 and community investments that focus on reducing opportunity gaps so that more Seattle Public Schools graduates can be successful after high school. K-12 investments are designed to ensure that students with the highest level of need have access to expanded learning opportunities like after-school and summer programs, exposure to college and job pathways, and personalized support for post-high school success; as well as physical and mental health care through School-Based Health Centers (SBHCs). We believe that healthy students are better learners, and studies show that kids that have access to physical and mental health care benefit not only from improved health, but have better attendance, higher academic achievement, and earlier identification of behavior concerns.

Year-round learning

When children continue to learn during the summer, they are healthier, safer and more likely to succeed during the school year.

Social/emotional

Research demonstrates that students who receive social-emotional and mental health support achieve better academically.

College preparation

Ensuring that more high school students graduate career- and college-ready will better prepare them to access and fill the job openings of the future.

Teacher diversity

Having a teacher of the same race has been shown to increase math and reading achievement of students.

Progress made in Seattle, but Opportunity Gap remains

According to recent data, approximately 75% of Seattle Public Schools students graduate on time annually and graduation rates have been improving. However, when looking at graduation rates by race, significant gaps persist and must be addressed. Strategic, timely, and targeted investments in elementary school, middle school and high school can help to improve academic achievement and reduce opportunity gaps so that all students graduate prepared for the college or career path of their choice.

Since 2004, the City of Seattle has invested in schools and community-based organizations serving students with the highest academic need, including students of color and students who are below grade-level standard in reading and math. Since then, Levy elementary and middle schools have made gains for students of color on statewide assessments, while Levy high schools have helped to close opportunity gaps by race on key graduation indicators including attendance, grades, and credit attainment.



70%

of all jobs in Washington state will require some post-secondary education and training by 2020.



31%

of Washington's high school students go on to attain a post-secondary credential by the age of 26.

70% | 63% | 54%

for on-time graduation rates for Black/African American (70%), Hispanic/Latino (63%), and Native American/Alaskan Native (54%) compared to 84% of their white peers in 2016.



1 in 5

children and adolescents experience a mental health problem during their school years. Of those able to get help, nearly two thirds do so only in school.

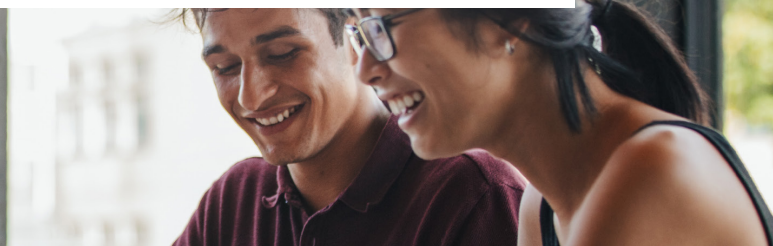


2018 K-12 & Community Levy Strategies

K-12 and Community investments are designed to ensure students have access to year-round learning experiences, social/emotional supports, physical and mental health services, and personalized college and career readiness supports. Funding will be awarded competitively, focus on serving students with the highest academic need, and will set goals for achieving measurable academic outcomes. Programming will be provided by schools and community-based organizations.

Strategies for success

- 1 Year-round learning and academic support services including after-school programs, academic tutoring, mentoring, case management, and summer learning programs.
- 2 College and Career Readiness Centers that foster a career-focused and college-going culture, help students navigate the college application and financial aid process, and create career exploration and internship opportunities.
- 3 Culturally responsive programming focused on positive cultural identity development, connections to students' personal experience and community, environments encouraging multicultural viewpoints and perspectives, and meaningful communication with families.
- 4 Programming that engages families in student learning and offers opportunities to connect with educators.
- 5 School-Based Health Centers and other health supports including preventative care services, mental health screening, counseling, care coordination, and referral for drug/alcohol and dental services.
- 6 Addressing student homelessness through coordinated academic supports and housing assistance in close partnership with the school system and housing organizations.
- 7 Supporting alternative teacher certification programs and strengthening recruitment and outreach efforts to identify and support teaching candidates that reflect our diverse student population.





SEATTLE PROMISE

Enhanced access to post-secondary opportunities increases social mobility and economic opportunity.

Post-secondary enrollment and persistence to graduation is impacted by a variety of factors including affordability, academic readiness, and access to wraparound services. Persistence rates for Seattle Public School students attending public two-year institutions tend to be lower than rates at public four-year institutions and disproportionately impact students of color and those from underserved populations.

Academic preparation

Academic preparation or readiness is one of the biggest indicators of college enrollment and completion.

Increased enrollment

Tuition supports increase enrollment rates in postsecondary institutions, demonstrated in Seattle through the early years of the 13th Year Promise program as well as other promise programs nation-wide.

Persistence & graduation

Tuition alone, however, does not increase student persistence or graduation rates. Additional support services are necessary to ensure that students matriculate and obtain a diploma or credential.

Economic mobility

Students who obtain a degree or credential increase their likelihood of accessing a living wage career in Seattle.

Progress made in Seattle

On November 29, 2017 Mayor Jenny A. Durkan signed Executive Order 2017-14 to create the Seattle Promise College Tuition Program with the intent of reducing or removing financial barriers that keep some Seattle public high school graduates from earning a degree, credential, or certificate. Seattle Promise is designed to provide tuition and wraparound supports to help with post-secondary success. The program is an expansion of the 13th Year Scholarship Program that was started by the South Seattle College Foundation in 2008.

In partnership with Seattle Public Schools, the Seattle Colleges, and the City, the program will be phased in and fully implemented by the 2019-2020 school year. The program will be offered at North Seattle, Seattle Central, and South Seattle Colleges.



Expansion

to all Seattle public high school graduates in 2019-2020 school year.



Partnership

between SPS, Seattle Colleges, and City of Seattle are historic.

Access

to scholarships is expanding for all students who graduate from Seattle public schools by 2020.



Wraparound support

to help students through the process of applying, securing financial aid and transitioning to college.



2018 Seattle Promise Levy Strategies

The Seattle Promise investments are designed to better prepare our students for economic mobility as adults. Support services target the barriers that prevent students from enrolling in post-secondary education and provide the necessary assistance to help ensure they matriculate and ultimately earn a post-secondary degree, credential, or certificate. Examples of these supports may include:

Recommended strategies

- 1 College preparation during high school
- 2 College and career advising
- 3 Two years of tuition support
- 4 Non-tuition financial assistance for expenses like books and transportation
- 5 Financial aid application assistance
- 6 High school to college transition assistance
- 7 Job and apprenticeship opportunities





OVERSIGHT & ACCOUNTABILITY

The City will be successful in its efforts when we are working with families and community-based providers and schools.

The Department of Education and Early Learning's (DEEL) relationship with community-based organizations will continue to be sustained through participation in local and regional committees and coalitions, as well as through contractual agreements to provide services to youth in early learning, elementary school, middle school, high school, and college and/or career settings.

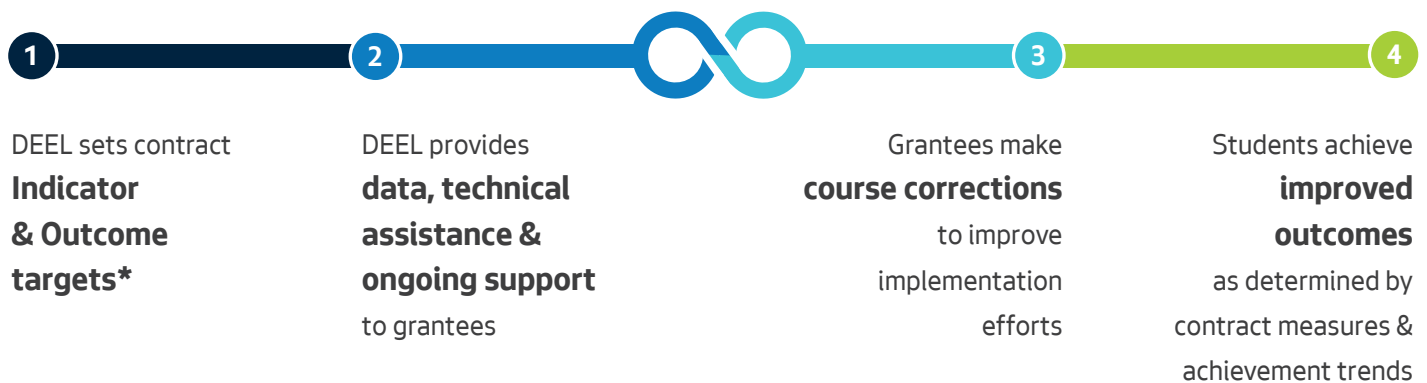
DEEL will establish formalized partnerships with institutions of learning such as Seattle Public Schools and the Seattle Colleges to jointly commit to data-sharing agreements for program design and evaluation as well as to act cooperatively and collaboratively in program design, implementation, and strategic planning.

DEEL will administer the funds earned by the Families, Education, Preschool and Promise Plan. The City will establish a Families, Education, Preschool and Promise Plan oversight committee. This body will be charged to review the annual report of Levy outcomes and indicators for the previous school year, review and advise on proposed course corrections, program modifications, and program eliminations, and periodically review and advise on program evaluations.

DEEL commits to report on program and strategy investments and outcomes, including the maintenance of an interactive performance dashboard on DEEL's website. DEEL will conduct on-going process, quality, and impact assessments as well as qualitative research, such as surveys, interviews, focus groups, and program observations, to measure the satisfaction and experience with DEEL-funded strategies, as well as attitudes and beliefs in relation to educational and career opportunities for youth in Seattle.

DEEL evaluators and staff commit to a practice of continuous quality improvement, where we regularly review data on student outcomes and performance with providers and make course-corrections in practice as needed. DEEL is committed to data-driven, performance-based contracting. DEEL will conduct internal evaluations of all investments and may contract or partner with external evaluators and consultants for larger evaluations.

DEEL continuous quality improvement cycle



*Unique annual targets set for each provider/school ("Grantee") based on historical data.



COMMUNITY VOICES

We engage our community to help us identify ways to improve educational opportunities for all children.

In November 2017, DEEL partnered with an outside consultant, Soul Light, to facilitate a community engagement process. The goal of this engagement process was to connect to a variety of education stakeholders and use their feedback to inform and prioritize funding investments for the Families, Education, Preschool and Promise Plan.

The engagement process for this effort utilized document and media review, focus groups, community meetings and stakeholder interviews as the primary methods of gathering information. In partnership, the DEEL leadership team and Soul Light facilitated a total of **33 meetings** with over **465 total attendees**, representing over **105 different organizations**. One fifth of the total engagement was with youth.

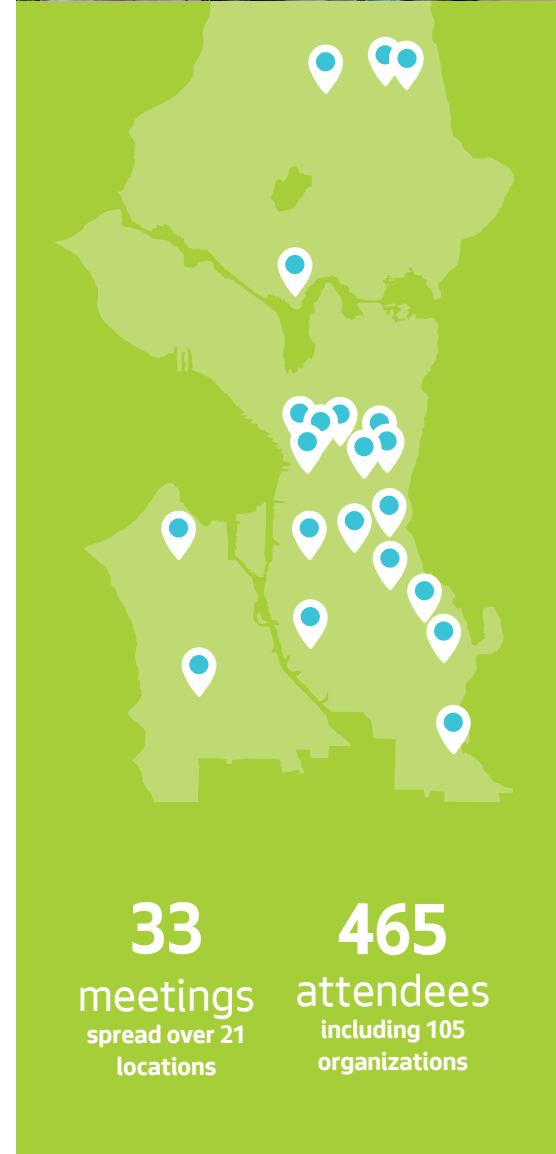
Meeting participants represented a wide range of cultural and geographic diversity. The racial and ethnic diversity of adult participation included high levels of participation from African American/Black, Asian American and Latino

communities. Student meetings were even more diverse with greater representation of African American/Black youth. There was higher turnout among women, parents of elementary school students, and out-of-school service providers.

Community priorities

Below is a selection of the top line priorities from the engagement process. These priorities are in alphabetical order and do not represent a specific ranking of the participants process.

- **Closing Opportunity Gaps** – Focus on underserved, disadvantaged, and/or students of color. Provide support for all age groups
- **Early Learning** – Universal Access, Affordability, and Increase early learning provider compensation
- **Expanded Learning Opportunities** – Out-of-School Time programming, Before- and After-school, Summer and Weekly learning, Transportation
- **Systems Coordination** – Preparation for Post-Secondary, Career Connections, Pathway and transitions from prenatal to post-secondary, Culture of collaboration among service providers, Align systems and resources
- **Wraparound Services** – Mental Health, Social Emotional Supports, Health Care, Family Supports and Outreach, Family Engagement





APPENDIX

Abbreviations

ABBREVIATION	FULL MEANING
SPP	Seattle Preschool Program
SP	Seattle Promise
DEEL	Department of Education and Early Learning
EAP	Education Action Plan
SPS	Seattle Public Schools
Seattle Colleges	South Seattle College, Seattle Central College, and North Seattle College, and Seattle Colleges District
SBHC	School Based Health Center

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