

**Veterans, Seniors, and Human Services Levy (VSHSL)
Implementation Plan for 2024-2029**

December 5, 2023



King County

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II. Executive Summary

In May 2023, King County enacted Ordinance 19604, placing the Veterans, Seniors, and Human Services Levy (VSHSL) on the ballot for King County voter consideration.¹ The legislation creates a six-year property tax levy lid lift rate of \$0.10 per \$1,000 of assessed value, starting in 2024 if approved by voters. Ordinance 19604 also requires transmittal of an implementation plan to identify and describe how levy proceeds will be used to achieve measurable results for veterans, seniors, and resilient communities. On August 1, 2023, King County voters approved King County Proposition 1 by more than 71 percent, renewing the VSHSL.

The VSHSL Implementation Plan is in accordance with the requirements laid out in Ordinance 19604. Ordinance 19604 is included as [Appendix A](#) to this report.

Implementation Plan Background and Methodology

Introduction to the Veterans, Seniors, and Human Service Levy (VSHSL)

The VSHSL is a critical funding source that supports services to improve overall health and well-being of priority populations, create thriving communities, and reduce disparities throughout King County. The VSHSL funds a wide range of programs that connect veterans, military service members and their respective families, as well as individuals and families in need with affordable housing, employment, behavioral health treatment, and other services and resources to sustain a happy and healthy life.

The VSHSL is a voter-approved, six-year property tax levy. Over the years, the VSHSL has been able to provide adaptability and support for those who may not otherwise be able to access services. This levy pursues five overarching result areas:

- housing stability,
- healthy living,
- financial stability,
- social engagement, and
- service system access and improvement.

Levy funds are allocated across the levy's three priority populations: veterans, military servicemembers and their respective families; seniors and their caregivers; and resilient communities.^{2,3} The renewed VSHSL will support veterans by building the nation's strongest local veterans program and reducing veteran homelessness; expand access for seniors by strengthening and sustaining senior center

¹ Ordinance 19604 [\[LINK\]](#)

² Ordinance 19604, section 1 defines the Levy's priority populations. [\[LINK\]](#)

³ "Resilient communities" is defined in Ordinance 19604 as persons or communities susceptible to reduced health, housing, financial or social stability outcomes due to systemic and historical exposure to trauma, violence, poverty, isolation, bias, racism, stigma, discrimination, disability, or chronic illness. Further explanation can be found in [section III.C.5](#) of this report.

programming; and strengthen resilient communities by deepening investments in critical workforce and efforts to prevent and respond to gender-based violence.

Overview of the Department of Community and Human Services

The King County Department of Community and Human Services (DCHS) administers the VSHSL alongside other major human services initiatives. DCHS oversees a broad range of programs and services to provide equitable opportunities for people to be healthy, happy, and connected as part of King County's work to make the County a welcoming community where every person can thrive.

Historical Context and Current Conditions

Foundational County Policies and Plans

King County's regional human services initiatives incorporate established County policy to ensure fidelity to the County's overall goals and values. King County is committed to providing fiscally responsible, quality-driven local and regional services for healthy, safe, and vibrant communities. The VSHSL Implementation Plan aligns with King County's foundational policies including the King County Equity and Social Justice Strategic Plan and the Regional Affordable Housing Task Force Final Report and Recommendations.^{4,5}

County Legislative History that Defines and Directs the VSHSL Initiative

The VSHSL has become the principal local funding source for the County's regional health and human services system. Notably, the VSHSL provides more robust funding for human services that have historically been funded at steady minimal levels by the King County General Fund. King County voters approved the VSHSL for the fourth time on August 1, 2023, by more than 71 percent. This approval continues the levy's expanded scope for the 2024-2029 levy period which includes seniors and their caregivers alongside veterans and human service needs.

Key VSHSL Accomplishments Since 2018

The VSHSL has served more than 185,000 people across more than 300 programs led by more than 150 community partners. Since 2018, VSHSL funding has helped build affordable housing; create housing specifically for veterans that has helped to reduce veteran homelessness; expand shelter capacity; enhance access to mental health care for veterans; expand and sustained senior center services; and provide for phone support and mobile advocacy for survivors of gender-based violence.^{6,7}

⁴ King County Equity and Social Justice Strategic Plan 2016-2022, Office of Equity and Social Justice (2016). [\[LINK\]](#)

⁵ Regional Affordable Housing Task Force Final Report and Recommendations (2018). [\[LINK\]](#)

⁶ Annual reports for 2012 through 2022 are available online. These reports include annual results for each program within the VSHSL. [\[LINK\]](#)

⁷ DCHS completed an assessment of the VSHSL in 2022 in response to Motion 16129. Section III.D.3 of this report summarizes the findings from the Assessment Report. The full 2022 VSHSL Assessment Report can be found here: [\[LINK\]](#)

An analysis of program outcomes between 2018 and 2021 summarized in the 2022 VSHSL Assessment Report identified these impacts across multiple VSHSL programs:⁸

- 80 percent of VSHSL Housing Stability program outcomes showed positive housing results, such as remaining housed or finding permanent housing.⁹
- 66 percent of VSHSL Financial Stability program outcomes showed increases in financial security through employment obtainment, education enrollment, public benefit/veteran assistance, or other progress on financial goals.¹⁰
- 76 percent of VSHSL Healthy Living outcomes showed improved health and well-being.¹¹
- 57 percent of VSHSL Social Engagement program outcomes showed reduced isolation through increased feelings of connection or increased engagement in community.¹²
- 78 percent of VSHSL Service System Access and Improvement program outcomes showed connection to services through referral or direct service.
- 66 percent of VSHSL Gender-Based Violence program outcomes showed survivors made progress or met their self-defined goals each year.¹³

VSHSL Priority Populations

The levy's inclusive eligibility definitions position the County to deliver needed supports to county residents who otherwise fall through the cracks of other programs or are inadequately served. Priority populations for the VSHSL are identified as veterans and military servicemembers and their respective families, seniors and their caregivers, and resilient communities.

Through Ordinance 19604, the VSHSL defines:

⁸ 2022 VSHSL Assessment Report. [\[LINK\]](#)

⁹ Analysis on annual program outcomes from 2018 through 2021 and includes accessing adaptive devices to assist in the ability to remain in their home and not move to assisted living. Participant duplication may occur for those enrolled in multiple years of programming. For a detailed explanation, please see the 2022 VSHSL Assessment Report.

¹⁰ Analysis on annual program outcomes from 2018 through 2021. Participant duplication may occur for those enrolled in multiple years of programming. For a detailed explanation, please see the 2022 VSHSL Assessment Report. [\[LINK\]](#)

¹¹ Analysis on annual program outcomes from 2018 through 2021. Examples of improved health and well-being outcomes: improvement in depression symptoms, ability to self-manage chronic conditions, increased physical activity, and improved ability to perform daily activities. Participant duplication may occur for those enrolled in multiple years of programming. For a detailed explanation, please see the 2022 VSHSL Assessment Report. [\[LINK\]](#)

¹² Analysis on annual program outcomes from 2018 through 2021. Participant duplication may occur for those enrolled in multiple years of programming. For a detailed explanation, please see the 2022 VSHSL Assessment Report. [\[LINK\]](#)

¹³ Analysis on annual program outcomes from 2018 through 2021. Participant duplication may occur for those enrolled in multiple years of programming. For a detailed explanation, please see the 2022 VSHSL Assessment Report. [\[LINK\]](#)

- **veterans, military servicemembers, and their respective families** as any person who has served or is serving as either an active duty, national guard member or a reservist member of the United States armed forces, and members of their family;¹⁴
- **seniors and their caregivers** as any person who is at least 55 years old and individuals providing care for a senior who is a family member or someone with whom they have an ongoing personal relationship independent of their caregiver roles;¹⁵ and
- **resilient communities** as persons or communities susceptible to reduced health, housing, financial, or social stability outcomes due to systemic or historical exposure to trauma, violence, poverty, isolation, bias, racism, stigma, discrimination, disability, or chronic illness. Some examples include communities of color; immigrant and refugee communities; persons with disabilities; survivors of domestic violence and other gender-based violence; persons who identify as lesbian, gay, bisexual, transgender, queer, questioning, intersex or asexual; and survivors of human trafficking.¹⁶

VSHSL investments address issues and trends affecting veterans, seniors, and resilient communities. For veterans, these include reducing homelessness, supporting wellness, and strengthening mental health care. For seniors, the VSHSL seeks to counter the effects of isolation and the shortage of paid caregivers. The VSHSL addresses resilient communities’ needs for violence prevention, crisis response, language access, system navigation, culturally competent services, and reducing barriers to full participation in society.

Human Services Workforce

King County’s community-based human services providers deliver critical services every day, such as providing shelter and supportive housing, behavioral health treatment, legal system alternatives, and case management. Many employees delivering these critical human services experience a pay penalty for doing community-based work in King County, meaning they are paid less than workers in other care industries such as education and health care.^{17,18} Government funding practices that seek to fund the least expensive services, rather than the highest quality, often perpetuate and reinforce this impact. These low wages perpetuate inequities for women and communities of color who make up a disproportionate number of social services staff.¹⁹

¹⁴ Ordinance 19604, subsections 1.E and 1.M [\[LINK\]](#) The definition of “veteran” in Ordinance 19604 makes no distinction based on discharge type or status. The VSHSL’s “veteran” definition is therefore more inclusive and expansive than other similar programs at the state or federal level, as noted in Section III.A of this plan. State and federal code definitions for veterans specify certain discharge statuses: RCW 41.04 [\[LINK\]](#) and Title 38 of the United States Code [\[LINK\]](#).

¹⁵ Ordinance 19604, subsections 1.A and 1.J [\[LINK\]](#)

¹⁶ Ordinance 19604 [\[LINK\]](#)

¹⁷ “2021 King County Nonprofit Wage and Benefits Survey Report,” 501 Commons (2022). [\[LINK\]](#)

¹⁸ “Wage Equity for Non-profit Human Services Workers: A study of work and pay in Seattle and King County.” University of Washington (2023). [\[LINK\]](#)

¹⁹ “Wage Equity for Non-profit Human Services Workers: A study of work and pay in Seattle and King County.” University of Washington (2023), page 12. [\[LINK\]](#)

Higher pay and better benefits contribute to employee satisfaction and retention which has positive impacts on program performance.²⁰ Unfortunately, when human services organizations do not or cannot offer competitive wages, benefits, and working conditions, they are unable to recruit and retain employees. This leads to chronically high vacancies and high turnover of staff. This rate of vacancies and turnover prevents the sector from building critical experience and relationships with their clients and in turn reduces service delivery.

The intended VSHSL results established in this plan are only achievable through a robust human services workforce that has the knowledge, experience, and skill to deliver high quality programs. The workforce stabilization investments detailed in this plan aim for providers to be able to recruit and retain the workforce necessary to deliver quality human services through improving pay, benefits, and working conditions.

Need for Regional Impact Initiatives

Ordinance 19604 creates a new category of funding within the VSHSL. The Regional Impact Initiatives category receives 10 percent of levy proceeds and includes new approaches and perspectives to perennial issues, respond to emerging needs, and modify existing structures to enable the region to better address the diverse and broad-scale human service needs of the region. These investments across levy populations include stabilizing the nonprofit human services workforce, preventing or responding to gun violence, supporting affordable housing and shelter, technical assistance and capacity building, levy provider training, and language supports.^{21,22}

Current Constraints on Regional Human Services Results: This plan aims to both respond to and spur change in community conditions that create disparities in access to the opportunities needed for individuals to reach their full potential. If left unaddressed, human services provider workforce challenges, County capacity to implement high-quality administration of public funds, and rising affordable housing costs will continue to constrain the effect of regional human services funding.

Report Methodology

DCHS staff prepared this 2024-2029 VSHSL Implementation Plan to meet the requirements specified in Ordinance 19604. Development of this plan focused on leveraging the previous three levies' success and engaging with community. From March 2022 to August 2023, DCHS conducted a variety of community engagement activities to help inform levy renewal. DCHS also hosted meetings with leadership from senior centers across the county to refine King County's approach to funding senior centers in the

²⁰ "2021 King County Nonprofit Employee Engagement Survey Report," 501 Commons (2022). [\[LINK\]](#)

²¹ A 2022 University of Washington wage equity study examined the extent of inequity facing nonprofit human services workers. According to the study's results, human services workers make at least 30 percent less than workers in other industries, and that women and people of color make up a disproportionate number of the nonprofit human services workforce. [\[LINK\]](#)

²² According to annual, year-end Firearm Violence Reports from the King County Prosecuting Attorney's Office, shootings in King County are not evenly distributed. According to the 2022 year-end report, of the 440 shooting victims in 2022, 88 percent were male and 76 percent were people of color. [\[LINK\]](#)

renewed VSHSL. Together, these meetings and presentations provided many opportunities for people who live or work in King County to give feedback on their current experience with the VSHSL and inform the VSHSL renewal and this Implementation Plan. The recommendations in the VSHSL Assessment Report, transmitted to the Council in 2022 in response to Motion 16129, also informed the scope, content, and investments of the renewed VSHSL as reflected in this plan.²³

[Appendix D](#) to this plan contains a comprehensive table of all requirements for this Implementation Plan, and how they are addressed within this plan.

VSHSL Plan for 2024-2029

VSHSL Implementation Plan Framework and Results

The VSHSL 2024-2029 maintains and builds upon the previous levies to address the critical need to improve overall health and well-being, create thriving communities, and reduce disparities amongst King County residents.

This renewal allows the VSHSL to:

- support veterans by building the nation’s strongest local veterans program and keep reducing veteran homelessness;
- expand accessibility for seniors by reinforcing senior services that made a difference in the COVID-19 pandemic, and
- strengthen communities and build resiliency by deepening investments in critical workforce.

This VSHSL Implementation Plan focuses on outcomes for the priority populations across five result areas: housing stability, healthy living, financial stability, social engagement, and service system access and improvement. These result areas, first established in the 2018-2023 VSHSL, provide the foundation for the VSHSL’s intended outcomes and the work that King County funds through this initiative.

Ensuring Access to VSHSL Services Across King County While Reducing Disparities

The VSHSL’s approval for the fourth time reflects King County residents’ extraordinary willingness to fund essential human services for veterans, seniors, and resilient communities. However, the VSHSL will not fully meet all the region’s human service needs. As a result of the county’s size, diversity, and disparities, VSHSL strategies and programs described and authorized in this Implementation Plan must balance two sets of responsibilities:

- to provide for service access to eligible residents across King County’s full geography with the imperative to focus resources to reduce existing disparities. This is consistent with the County’s commitment through Ordinance 16948 to applying equity and social justice foundational practices to eliminate inequities and create opportunities for all people and communities.²⁴

²³ 2022 VSHSL Assessment Report [\[LINK\]](#). Motion 16129. [\[LINK\]](#)

²⁴ Ordinance 16948 [\[LINK\]](#)

- to promote service quality by providing stable and predictable funding with the responsibility to explore new approaches, new providers, innovation, and responsiveness.

VSHSL funding alone is not sufficient to fully connect all of King County’s more than two million residents to the services they need. King County plans to continue to deploy VSHSL resources to promote equitable access for the populations facing the largest disparities in health and well-being, often linked to poverty as well as those farthest from opportunity.²⁵ King County is committed to ensuring geographic access.

In developing and administering the strategies for the levy, the department shall promote that all residents in need of such services are eligible regardless of where they live in King County. Except in rare cases, such as site-based housing programs, programs and grants should not prevent participation based on geographic residence. In addition, the department shall strive to promote levy investments across communities countywide over the course of the levy. To promote the required balance of equity-focused investments and full geographic access, the County will:

- evaluate both geographic distribution and historic and current disparities in access through competitive procurement processes,
- connect communities to funded partners serving their area,
- monitor the location of residents and services and partner with contracted agencies to ensure geographic distribution aligns with the contracted service area, and
- support utilization of local expertise on review panels to enhance awareness of local needs.

This includes adding geographic distribution of services as an evaluation category to procurement applications; conducting biennial resource fairs and community feedback sessions in each council district; and monitoring geographic distribution of services as part of regular contract monitoring.

This Plan’s Continuation, Modification, and Addition of VSHSL Strategies

This plan incorporates data and learnings from the previous VSHSL, including community input and recommendations from the VSHSL Assessment Report.²⁶ It refines and modifies some strategy structure and programming to improve how levy services are provided to the community.

This Implementation Plan contains 55 strategies and sub-strategies. It continues 47 strategies and programs from the previous levy, including 21 programs consolidated with other similar VSHSL programs to continue as eight refined strategies. Eighteen strategies are renamed to better describe the services they encompass. The plan also adds eight new strategies to address community needs for affordable housing, gun violence prevention, food security, health care benefit access, workforce stabilization, supports for persons with disabilities, community-building opportunities, and legal assistance for veterans.

Appendix E of this plan details these structural changes.

²⁵ “Social Determinants of Health,” U.S. Department of Health and Human Services (2023). [\[LINK\]](#)

²⁶ 2022 VSHSL Assessment Report. [\[LINK\]](#)

How the VSHSL Expands Access to Counseling and Behavioral Health Services

This plan continues behavioral health investments across several result areas, including multiple strategies that expand access to counseling or other behavioral health services. These VSHSL strategies focus on those insufficiently served through other community behavioral health services. The scale of county behavioral health needs far exceeds the capacity within a renewed VSHSL, but the Executive and the Council have supported the expansion of local behavioral health funding, including the new Crisis Care Centers Levy and the Mental Illness and Drug Dependency (MIDD) Behavioral Health Sales Tax Fund, to address service gaps.^{27,28,29}

2024-2029 Annual Expenditure Plan Overview

The levy is expected to generate approximately \$551.3 million in revenue between 2024 and 2029, according to the King County Office of Economic and Financial Analysis’s August 2023 forecast.³⁰

The enclosed expenditure plan allocates projected VSHSL revenue in accordance with section 4 of Ordinance 19604, as follows:³¹

- 30 percent for veterans, military servicemembers, and their respective families (“Veterans”);
- 30 percent for seniors and their caregivers (“Seniors”);
- 30 percent for resilient communities, and
- 10 percent for Regional Impact Initiatives, with 10 percent of the amount for Regional Impact Initiatives to be used for technical assistance and capacity building.

Estimated Timeline for VSHSL Strategies

King County intends for a seamless transition between the former and renewed VSHSL. DCHS aims to procure services for existing and new strategies in 2024 or as soon thereafter as practical, will extend most contracts until new awards are made to limit disruption in services, and will post anticipated VSHSL procurement timelines and new funding opportunities as they become available through varied communication channels.

VSHSL Strategies and Annual Expenditures by Result Area

Section IV.C of this plan includes concept descriptions, rationale, and expenditure plans for individual VSHSL strategies. Appendix F further details the total annual estimated allocations by strategy and population.

Housing Stability

²⁷ 2022 VSHSL Assessment Report. [\[LINK\]](#)

²⁸ Ordinance 19572 [\[LINK\]](#) See also the Crisis Care Centers Initiative website. [\[LINK\]](#)

²⁹ The MIDD Behavioral Health Sales Tax is addressed in King County Code sections 4A.500.300 and 4A.500.309. [\[LINK\]](#) See also the MIDD Behavioral Health Sales Tax Fund website. [\[LINK\]](#)

³⁰ Office of Financial and Economic Analysis [\[LINK\]](#)

³¹ Ordinance 19604 [\[LINK\]](#)

This plan continues the VSHSL’s definition of housing stability as “a household’s ability to gain and maintain safe, habitable housing in a community of one’s choice for less than approximately 40 percent of household income.”³² This plan allocates approximately \$148.7 million in levy proceeds to 10 strategies that promote housing stability for the VSHSL’s priority populations. The strategies in this result area contribute to housing stability by:

- Operating and creating affordable housing for individuals, families, and other households.
- Empowering persons, with a focus on older adults, to remain in their homes and communities as they age.
- Supporting homeowners and renters to prevent foreclosure and eviction.
- Providing pathways out of homelessness for veterans and other resilient communities.

Healthy Living

This plan describes 17 strategies to promote healthy living to meet residents where and when they most need support, better health outcomes for individuals, and a more sustainable medical care system that anticipates and prevents emergencies, totaling approximately \$69.2 million. The strategies in this result area contribute to healthy living by:

- Providing depression intervention and counseling to prevent issues associated with neglected mental health.
- Supporting senior wellness programming to promote healthy and active aging.
- Deescalating individual and community health conditions with crisis prevention before they become chronic or reach crisis level.

Financial Stability

This plan describes six strategies promote financial stability for the people this levy serves as well as for those who are doing the work, totaling approximately \$118.9 million. The strategies in this result area contribute to financial stability by:

- Innovating, expanding, and enhancing veteran supports including the King County Veterans Program.
- Creating pathways to financial independence through job trainings.
- Helping King County residents leverage benefits and temporary supports to gain a financial foothold.
- Addressing the long-standing underinvestment in the human services workforce to help stabilize the nonprofit human services sector.

Social Engagement

This plan defines social engagement as an individual’s feeling of connection or engagement in community and allocates levy proceeds to twelve strategies and sub-strategies totaling approximately \$68.1 million. The strategies in this result area contribute to social engagement by:

- Reducing senior and veteran isolation and the associated risks.

³² 2019-2023 VSHSL Implementation Plan [\[LINK\]](#)

- Reducing recidivism and welcoming people back to community after incarceration with reentry supports.
- Providing supports for persons with disabilities that offer meaningful opportunities for inclusion in the broader community.
- Addressing the unique needs of immigrants and refugees to connect with community while preserving their cultural identities.

Service System Access and Improvement

The importance of connecting veterans, seniors, and other populations to human services while also improving the ability of these systems to coordinate and strengthen is pivotal in improving programs reach to communities not historically connected to services. This plan allocates approximately \$71.4 million in levy proceeds to ten strategies that facilitate access for individuals to the human services system and the ability of these services to systematize and continuously improve. The strategies in this result area contribute to service system access and improvement by:

- Increasing the accessibility of services and support.
- Offering trainings, translation, and interpretative services to VSHSL partners so they can realize their potential.
- Gathering and sharing data about community and resource information.

Technical Assistance and Capacity Building

Per Ordinance 19604, at least 10 percent of the levy proceeds for Regional Impact Initiatives shall be used to fund Technical Assistance and Capacity Building (TA/CB). TA/CB supports community-based organizations to increase their ability to apply for public funding and strengthen their organizations' ability to administer VSHSL-funded programs more effectively. Through TA/CB, the VSHSL continues to address linguistic, cultural, and procedural barriers that agencies commonly face in applying for government funding.

VSHSL Fiscal Policies

This expenditure plan makes assumptions about levy proceeds as a basis for planning. Actual revenue may differ from this expenditure plan. The following policies will guide any adjustment from this plan's fiscal modeling or projected expenditures.

Funding the VSHSL Reserve

The VSHSL will maintain a fund reserve equal to 60 days of budgeted expenditures, less capital expenses, in the current adopted or projected biennial budget under this plan. This is consistent with the King County Comprehensive Financial Management Policies.³³

³³ King County Comprehensive Financial Management Policies (2016). [\[LINK\]](#)

Process for Adjusting this Plan's Allocations

The investment allocations in this Implementation Plan are intended to represent investment level estimates, based on both fiscal and programmatic assumptions. As VSHSL strategies and programs are deployed and funded, economic conditions may impact revenues or expenditures which might require program or funding level adjustments.

If the Executive decides to make a substantive change to the funding allocations in this plan, the Executive will transmit a notification letter to the King County Council detailing the scope of and rationale for the change. Unless the Council passes a motion rejecting the contemplated change within 30 days of the Executive's transmittal, the Executive may proceed with the change as set forth in the notification letter. Any change must be made in accordance with the VSHSL's eligible expenditures outlined in Ordinance 19604.³⁴

Appropriation and Procurement

All strategies and programs included in this plan are subject to future appropriation authority and procurement decisions. As an initiative that aims to be embedded in and reflective of the communities served, community partnership is crucial to the VSHSL. Many strategies laid out in this Implementation Plan will be competitively bid in outcome-focused contracts to community-based organizations. DCHS should strive to partner with contracted providers to avoid unreasonable limits or caps on overhead or other non-direct service costs. For any strategies and programs in this plan for which the Executive determines a community planning session is needed and appropriate to inform the implementation approach, no new contract fully or partially funded by proceeds from the VSHSL may be awarded unless the Executive has invited all councilmembers to designate council district staff to participate in the community planning sessions.

Mitigation of Prorationing

Ordinance 19604 allows for the VSHSL to mitigate any prorationing for certain junior taxing districts to the extent that the VSHSL was a demonstrable cause. Each year after the King County Department of Assessments certifies levy rates, the County will calculate whether and how much junior taxing districts may be prorationed as a result of the VSHSL. If prorationing should occur, DCHS will partner with jurisdictions to identify eligible regional health and human services.

VSHSL Advisory Board

Per Section 6.A of Ordinance 19604, the VSHSL Advisory Board will continue its role to advise on the expenditure and progress of the VSHSL. This plan recommends updating King County Code (KCC) 2A.300.540 to remove the board's sunset clause and update the terms and definitions within KCC 2A.300.540 so that the King County Code and the adopted Ordinance 19604 agree. This plan also recommends separating the Veterans Advisory Board (VAB) and the VSHSL Advisory Board's veterans

³⁴ Ordinance 19604, subsection 4. [\[LINK\]](#)

committee. The Executive is transmitting a proposed Ordinance alongside this plan to codify the recommendations.

Measuring and Evaluating Performance of the VSHSL

Overarching Principles

The VSHSL performance measurement and evaluation framework is intended to inform decisions and ensure levy partners are providing the most effective services possible. The framework specifically focuses on whether and how a participant is better off for having received the service in accordance with the levy's intended results.

These results are based on the VSHSL's vision of a future where individuals and families in King County are able to:

- gain and maintain safe, livable housing in one's chosen community for less than 40 percent of household income;
- cover necessary expenses while making modest investments to secure their long-term ability to accomplish personal goals;
- pursue happy, healthy lives using evidence-based or nationally recognized programming, preventive care, and tailored supports;
- feel engaged in community, and
- connect to a coordinated, strong human services system.

Through this work, the measurement and evaluation will abide by the following overarching principles:

- Grounded in the County's equity, racial, and social justice work
- Transparency
- Continuous improvement
- Integration of performance measurement throughout the Request for Proposal (RFP), contracting, implementation, and performance management processes
- Focused on whether and how programs make their participants "better off"
- Aligned with other county policy initiatives

Performance Measurement and Evaluation Framework

King County will continue to use the Results Based Accountability (RBA) to guide data analysis and inform continuous quality improvement for the VSHSL. Performance measures will be calculated at the result area, strategy, and program level and will be responsive and adaptive as programs evolve. Programs will provide data to facilitate the measurement of the three domains defined by RBA:

- How much did we do?
- How well did we do it?
- How are persons served better off?

DCHS will use performance measures to engage in data-driven conversations with levy providers and other interested parties for continuous program improvement and adaptation. This will help assess program effectiveness, identify areas for improvement, and determine if new procurements are needed.

Every strategy that is competitively procured will include proposed performance measures to transparently communicate contract expectations. The finalized performance measure plan for each provider will capture the individual program model's unique aspects while also adopting standardized measures to facilitate measuring the VSHSL's collective impact.

Performance Measurement Data Collection

The levy will collect individual-level data in order to disaggregate measures of race, ethnicity, and other demographics for analysis. This will help the County report a better estimate of participant numbers and support outcome analysis for the VSHSL and across DCHS funds. The VSHSL plans to continue to expand the ways Black, Indigenous, communities of color are visible in data and involved in decision-making. This may include developing new methods for data collection and increasing opportunities for community reflection and feedback.

Measuring the VSHSL's Collective Impact

Whenever possible, each program will include a standardized performance measure that is common across all programs with a similar intended outcome within a strategy and result area. This will make it possible for the County to describe the collective impact of the VSHSL by reporting summarized performance measures for all programs within the same result area.³⁵ The standardized performance measures will be publicly available as part of VSHSL annual reporting.³⁶

Each VSHSL result area will have preliminary measures to demonstrate the levy's collective impact as first introduced in the 2022 VSHSL Assessment Report, addressing such areas as improved housing situations, increased financial security, improved health and well-being, reduced isolation, and connections to services.³⁷ King County may hone these measures as DCHS staff finalize updated performance measurement plans.

Reporting Methodology to Show Geographic Distribution by ZIP Code

The VSHSL will continue reporting on participant residence by ZIP Code and expand it to include funded programs' expenditures by result area. The evaluation team will collaborate with Best Starts for Kids (BSK) to align methodology and dissemination practices for reporting expenditures based on available data or modeling that BSK implemented in 2023.

³⁵ Gender-based violence programming spans result areas and has its own aggregate performance measures due to privacy concerns and best practices for service delivery.

³⁶ Examples of standardized performance measures for the 2018-2023 VSHSL can be found online within the *Measuring Our Impact* tab of the VSHSL Impact in 2022 dashboard. [\[LINK\]](#)

³⁷ 2022 VSHSL Assessment Report [\[LINK\]](#)

Data collection may continue to be limited for some programs, including mobile programs and programs serving unhoused individuals, refugees, and those experiencing domestic violence. ZIP Code data collection may not be appropriate for programs that do not provide direct services or programs that focus on system and policy changes or workforce development. All reporting will abide by privacy and confidentiality guidelines.

Aligning Performance Measurement and Reporting with Other Dedicated Human Services Funding Initiatives

DCHS measures and reports on the participation, distribution, and the modes that participants access services across its division and initiatives through a consolidated dashboard. The data systems and infrastructure enable DCHS to make data widely accessible and used to animate conversations, spark innovation, direct programming and policy decision to the benefit of King County residents, and inform monitoring community impact and continuous improvement of service delivery. DCHS first released the consolidated dashboard in 2022 to report data on the BSK, MIDD Behavioral Health Sales Tax, and VSHSL funded services, and added metrics in 2023 for the Behavioral Health and Recovery Division and the Developmental Disabilities and Early Childhood Supports Division.³⁸

VSHSL Annual Reporting

DCHS continues to work to capture, share, and evaluate VSHSL information through a variety of methods, including consolidated reporting via the DCHS dashboard, the VSHSL dashboard, the VSHSL website list of contractors and procurements, and comprehensive contract management. As part of this comprehensive data collection, assessment, and reporting the King County Executive will make available an online annual report by August 1 of each year, starting in 2025, until August 1, 2030.

Consistent with Ordinance 19604, each online report will provide an overview of the VSHSL accomplishments during the previous calendar year and changes DCHS intends to make or direct to improve performance in the following year when applicable, information on the previous year's fiscal and performance management, the expenditure of levy proceeds by result area by ZIP Code in King County, the number of individuals receiving levy-supported services by result area by ZIP Code in King County of where the individuals reside at the time of service, and a map or summary describing the VSHSL geographic distribution. The reports will be made available publicly to the community and all interested parties.

As part of this online annual reporting, the Executive will transmit directly to the Council a summary of the online annual reporting in the form of a concise letter that confirms availability of the online annual report and includes a web link or links; identifies how the online annual reporting meets the requirements of Ordinance 19604, Section 6.B; and summarizes key data and conclusions in the five areas above that are described in greater detail within the online annual reporting.

³⁸ The consolidated dashboard is titled *Understand DCHS' Impact*. [\[LINK\]](#)

The Executive will accompany the summary of the online annual report with a motion acknowledging receipt of the letter and completion of the online annual report requirement. The Executive will be prepared to present a briefing at the invitation of the King County Council or its committees, including the Regional Policy Committee, on the contents of the online annual reporting to inform the Council's consideration of this motion.

Conclusion/Next Actions

The VSHSL helps to achieve the King County Executive's True North vision that every person in King County has the opportunity to thrive by providing the services and setting the conditions that enable people to reach their potential. Continuing an 18-year legacy, King County voters answered the call to continue programs and services that support the region's veterans, seniors, and resilient communities. The renewed VSHSL will continue efforts to reduce historical and systemic inequities in the regional health and human services sector. DCHS will work with community to ensure the levy's implementation aligns with community needs, including continuing to improve procurement practices to remove barriers to applying for levy funding.

Upon adoption by Ordinance, this Implementation Plan will govern the Executive's administration and implementation of the VSHSL initiative over the years 2024-2029. By the end of this levy period, and through close partnerships with and commitment of many community organizations and residents, the fourth generation of the VSHSL will support veterans by continued investments in reducing veteran homelessness and building the nation's strongest local veterans program; expand access to social connection and other critical supports for seniors by strengthening and sustaining senior center programming; and invest in resilient communities by deepening investments in critical workforce and efforts to prevent and respond to gender-based violence.

III. Implementation Plan Background and Methodology

A. Introduction to the Veterans, Seniors, and Human Services Levy

Every year, thousands of people across King County receive life-changing support from programs and services funded by King County's Veterans, Seniors, and Human Services Levy (VSHSL).³⁹ Veterans, military servicemembers and their respective families; seniors and their caregivers; and members of resilient communities are supported by levy programs and services to improve their health and well-being, remain in or gain stable housing, achieve financial stability, actively engage in their community, and connect to the services and resources they need to be healthy, happy and connected to community.⁴⁰

³⁹ The VSHSL Annual Report contains community stories to illustrate how the services and programs funded by the VSHSL impacts people's lives. [\[LINK\]](#)

⁴⁰ "Resilient communities" is defined in Ordinance 19604 as persons or communities susceptible to reduced health, housing, financial or social stability outcomes due to systemic and historical exposure to trauma, violence, poverty, isolation, bias, racism, stigma, discrimination, disability, or chronic illness. Further explanation can be found in section III.C.5 of this report.

The VSHSL refers to the King County voter-approved, six-year property tax levy lid lift as well as to the initiative that has used the proceeds of that property tax since 2006.⁴¹ The purpose of the VSHSL is to expand access to critical human services to improve overall health and well-being of priority populations, create thriving communities, and reduce disparities throughout King County.⁴² The VSHSL serves those that other similar programs cannot due to narrow eligibility definitions or service prioritization. Across its programs, the VSHSL uses inclusive and more expansive eligibility criteria than other similar programs at the state or federal level.^{43,44} This inclusive approach provides responsiveness and support for those who may not otherwise be able to access services. Additionally, the VSHSL focuses on fostering connections among the people served by the levy and among the people who provide the levy's services. The VSHSL pursues five overarching results, as shown in Figure 1.

Figure 1. The Veterans, Seniors, and Human Services Levy's Results

The Veterans, Seniors, and Human Services Levy's Results

The VSHSL envisions a future where individuals and families in King County can:

1. gain and maintain safe, livable housing in their chosen community for less than 40 percent of their household income;
2. improve their health and well-being using evidence-based or nationally recognized programming, preventive care, and tailored supports;
3. cover necessary expenses while they secure their long-term ability to accomplish personal goals;
4. feel engaged in community; and
5. connect to a coordinated, strong human services system.

To achieve these results, the VSHSL pursues its work through five result areas grounded in the framework as noted above. The five result areas are housing stability, healthy living, financial stability, social engagement, and service system access and improvement. Details for each result area are described in [Section IV](#).

The VSHSL reaches communities throughout King County, supporting those most in need of services. For example:

- Veterans visit the King County Veterans Program to receive to receive comprehensive case management and access to a wide range of supportive services, such as job search assistance, financial help, and connection to low-barrier, military trauma-informed mental health care.
- Seniors participate in their community's senior center to connect with their neighbors and access critical supports such as food and nutrition, cultural and social activities, information and assistance, educational opportunities, wellness checks and support and connection for isolated

⁴¹ The VSHSL is used as a metonymy to refer to the collective efforts across King County government and community partners and the intended results of the work funded by the VSHSL property tax.

⁴² King County Strategic Plan, health and human services objective. [\[LINK\]](#)

⁴³ State and federal code definitions for veterans specify certain discharge statuses: RCW 41.04 [\[LINK\]](#) and Title 38 of the United States Code [\[LINK\]](#).

⁴⁴ State law define seniors as people age 65 years or older: RCW 74.38.020 [\[LINK\]](#).

seniors. Seniors also access an array of essential support through programs such as kinship care, health promotion programs, and home-visiting behavioral health and human services intervention.

- Resilient communities connect with VSHSL-providers to access services and support related to domestic violence advocacy, legal aid, and system navigation. Available services include: the 24-hour countywide domestic violence hotline, civil legal aid for housing, employment, and immigration issues, and customized trainings to educate community on how to create better systems for persons with disabilities.⁴⁵

On August 1, 2023, King County voters authorized the renewal of the VSHSL, effective January 1, 2024 to December 31, 2029 by approving Proposition No. 1, with a first-year levy rate of \$0.10 per \$1,000 of a property's assessed value. Renewal of the VSHSL supports continued funding of the programs and services that have proven effective.^{46,47} The VSHSL investments are primarily focused on three populations and aims to do the following with this renewal: support veterans by reducing veteran homelessness and building the nation's strongest local veterans program; expand access to social connection and other critical supports for seniors by strengthening and sustaining senior center programming; and strengthen resilient communities by deepening investments in critical workforce and efforts to prevent and respond to gender-based violence. These examples illustrate how the VSHSL is making King County a welcoming community where every person can thrive⁴⁸.

B. Overview of the Department of Community and Human Services

The Department of Community and Human Services (DCHS) provides equitable opportunities for people to be healthy, happy, and connected as part of King County's work to make the County a welcoming community where every person can thrive. DCHS administers the VSHSL alongside other major human services initiatives like Best Starts for Kids Levy (BSK), the Puget Sound Taxpayer Accountability Account, Health through Housing, the MIDD Behavioral Health Sales Tax (MIDD), and the Crisis Care Centers Levy. The department oversees more than \$1 billion annually in public funds to ensure King County residents can access a broad range of services. These services include behavioral health treatment, housing access, veterans services, senior supports, and reducing barriers for those with developmental disabilities.

C. Historical Context and Current Conditions

King County voters approved renewal of the VSHSL in August 2023. This section describes the historical context and current conditions that inform the development of the renewed VSHSL Implementation Plan.

⁴⁵ For safe and confidential 24-7 support, call the DVHopeline at: (206) 737-0242 or toll-free at (877) 737-0242. For more information, please visit: <https://dvhopeline.org/>.

⁴⁶ The 2022 VSHSL Assessment Report contains the review and evaluation of levy strategies from the 2018-2023 VSHSL. The report's findings are described in subsection III.D.3 of this report. [\[LINK\]](#)

⁴⁷ Appendix D to this report contains a crosswalk illustrating which strategies continue forward from the 2018-2023 VSHSL, new strategies, and strategies that are eliminated, consolidated, or rescoped.

⁴⁸ True North. [\[LINK\]](#)

1. Foundational County Policies and Plans

As outlined below, the VSHSL aligns with and advances foundational County policy, plans, and strategic direction. Planning and implementation of King County's regional human services initiatives, such as the VSHSL, includes incorporating established County policy to ensure fidelity with the County's overall goals and values.

The King County Equity and Social Justice Strategic Plan directs and informs how the County intentionally invests resources upstream and where needs are greatest to remedy the structural inequities that cause race and place to be predictors of well-being.⁴⁹ As a result, the VSHSL funds programs and services to eliminate racially and ethnically disparate health and human services outcomes to make King County a welcoming community where all people have equitable opportunities to thrive.

To spur the County and cities into collective action to eliminate housing cost burden among low-income households, King County established the Regional Affordable Housing Task Force to develop a recommended countywide strategy.⁵⁰ The King County Council accepted the task force's recommendations contained in the Regional Affordable Housing Task Force Final Report and Recommendations in December 2018.⁵¹ The report estimates that King County will need to add a total of 244,000 affordable units by 2040 to ensure that no low-income household pays more than 30 percent of its income on housing.⁵² The King County Affordable Housing Committee of the Growth Management Planning Council recommends actions and assesses regional progress on the actions in the Task Force's report. The committee of elected, nonprofit, and business leaders are a point of coordination and accountability for affordable housing efforts across King County including calling for additional resources and legislation to build and preserve affordable housing and ensuring that people remain stably housed.⁵³

2. County Legislative History that Defines and Directs the VSHSL Initiative

The VSHSL has become the principal local funding source for the County's regional health and human services system. This is because of the structural deficit facing the County's General Fund since the introduction of the statewide one percent cap on property taxes in 2001.^{54,55} Since 2001, King County had to reduce programs supported by the General Fund because such programs are not mandated by state or federal law, despite many of these programs being vital and highly valued by county residents. Notably, the VSHSL provides more robust funding for human services that have historically been funded

⁴⁹ King County Equity and Social Justice Strategic Plan 2016-2022, Office of Equity and Social Justice (2016). Note that at the time of the writing of this Implementation Plan, the Equity and Social Justice Strategic Plan is under revision. [\[LINK\]](#)

⁵⁰ Motion 14873 [\[LINK\]](#)

⁵¹ Motion 15372 [\[LINK\]](#)

⁵² Regional Affordable Housing Task Force Final Report and Recommendations (2018). [\[LINK\]](#)

⁵³ The Affordable Housing Committee of the King County Growth Management Planning Council Charter [\[LINK\]](#)

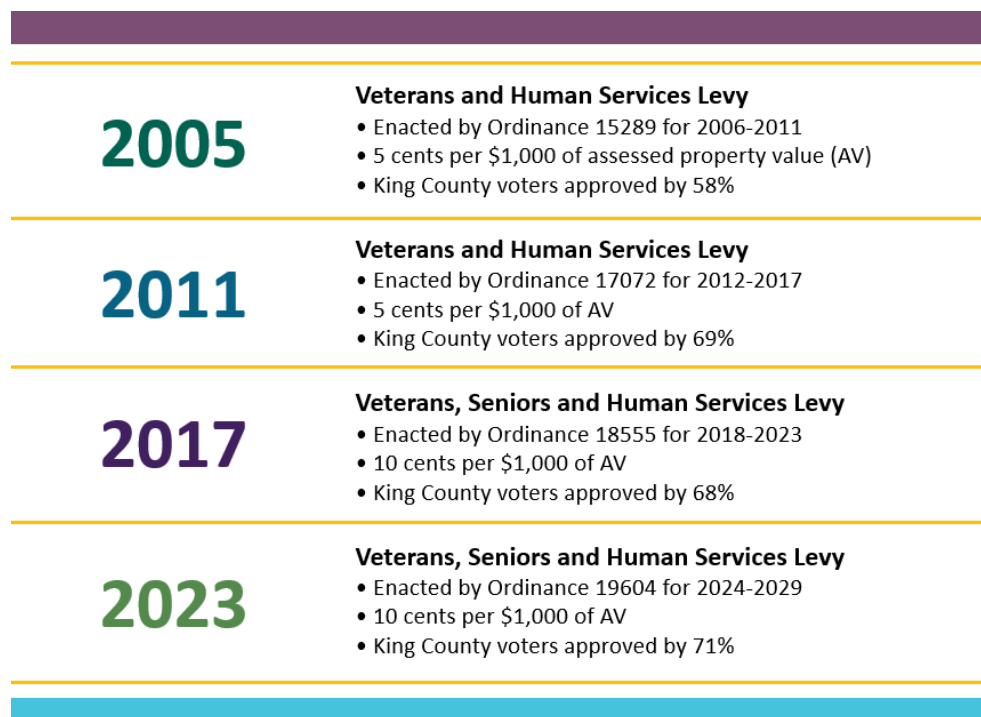
⁵⁴ RCW 84.55.0101 [\[LINK\]](#)

⁵⁵ "King County's Budget Shortfall," King County Council budget website, accessed 8/9/2023. [\[LINK\]](#)

at steady minimal levels by the King County General Fund. The VSHSL’s investments are designed to address service needs and gaps while complying with the state’s prohibition in Revised Code of Washington (RCW) 84.55.050 against using funds raised by the levy to supplant existing funds.^{56,57}

King County has sought voter-approved levies for regional health and human services for veterans and other individuals and families in need in 2005, 2011, and 2017.⁵⁸ Voters approved these funding measures each time they appeared on the ballot. After the first two levies focused on veterans and human service needs, in 2017 voters agreed to expand the VSHSL to include seniors and their caregivers as a third priority population. On August 1, 2023, King County voters approved to renew the VSHSL for 2024 to 2029 by more than 71 percent. The 2024-2029 levy continues this expanded scope, including veterans, seniors, and resilient communities. Figure 2 illustrates the history of the previous levies including the initial levy rate, the enacting Ordinance, and the years each levy encompassed.

Figure 2. Electoral History of the Veterans, Seniors, and Human Services Levy



⁵⁶ RCW 84.55.050 [\[LINK\]](#)

⁵⁷ “Supplant” refers to replacing existing funding, such as the General Fund, with new revenue, such as a levy lift, to pay for existing programs according to the Municipal Research and Services Center’s Revenue Guide for Washington Counties. [\[LINK\]](#)

⁵⁸ The three prior occasions were: in 2005, enacted by Ordinance 15289 to provide health and human services for residents of King County for 2006-2011; in 2011, enacted by Ordinance 17072 to provide health and human services for residents of King County for 2012-2017; and in 2017, enacted by Ordinance 18555 to provide health and human services for residents of King County for 2018-2023.

3. Key VSHSL Accomplishments since 2018

The VSHSL expands access to critical human services to improve overall health and well-being, create thriving communities, and reduce disparities throughout King County. Since the levy’s last renewal in 2017, the VSHSL has served more than 185,000 people across more than 300 programs led by more than 150 community partners. Figure 3 identifies the VSHSL’s impacts across multiple programs since 2018 in its identified result areas, as summarized in the 2022 VSHSL Assessment Report.⁵⁹

Figure 3. The VSHSL’s Collective Impact, 2018-2021

VSHSL Result Area	Impact of the VSHSL in 2018-2021 ⁶⁰
Housing Stability	The VSHSL helped to prevent and reduce homelessness as well as address the affordable housing issue in King County. From 2018-2021, 80 percent of VSHSL Housing Stability program outcomes showed positive housing results , such as remaining housed or finding permanent housing. ⁶¹
Financial Stability	The VSHSL supported King County residents in gaining and maintaining self-sufficiency. From 2018-2021, 66 percent of VSHSL Financial Stability program outcomes showed increases in financial security through employment obtainment, education enrollment, public benefit/veteran assistance, or other progress on financial goals.
Healthy Living	The VSHSL supported King County residents in pursuing happier, healthier lives, and prevented bigger crises. From 2018-2021, 76 percent of VSHSL Healthy Living outcomes showed improved health and well-being . ⁶²
Social Engagement	The VSHSL helped King County residents feel more engaged in community. From 2018-2021, 57 percent of VSHSL Social Engagement program outcomes showed reduced isolation through increased feelings of connection or increased engagement in community .
Service System and Access Improvement	The VSHSL connected veterans, seniors, and other populations to human services while also improving the ability of these systems to coordinate and strengthen. From 2018-2021, 78 percent of VSHSL Service System Access and Improvement program outcomes showed connection to services through referral or direct service. Also, 66 percent of VSHSL Gender-Based Violence program outcomes showed survivors made progress or met their self-defined goals each year.

⁵⁹ 2022 VSHSL Assessment Report. [\[LINK\]](#)

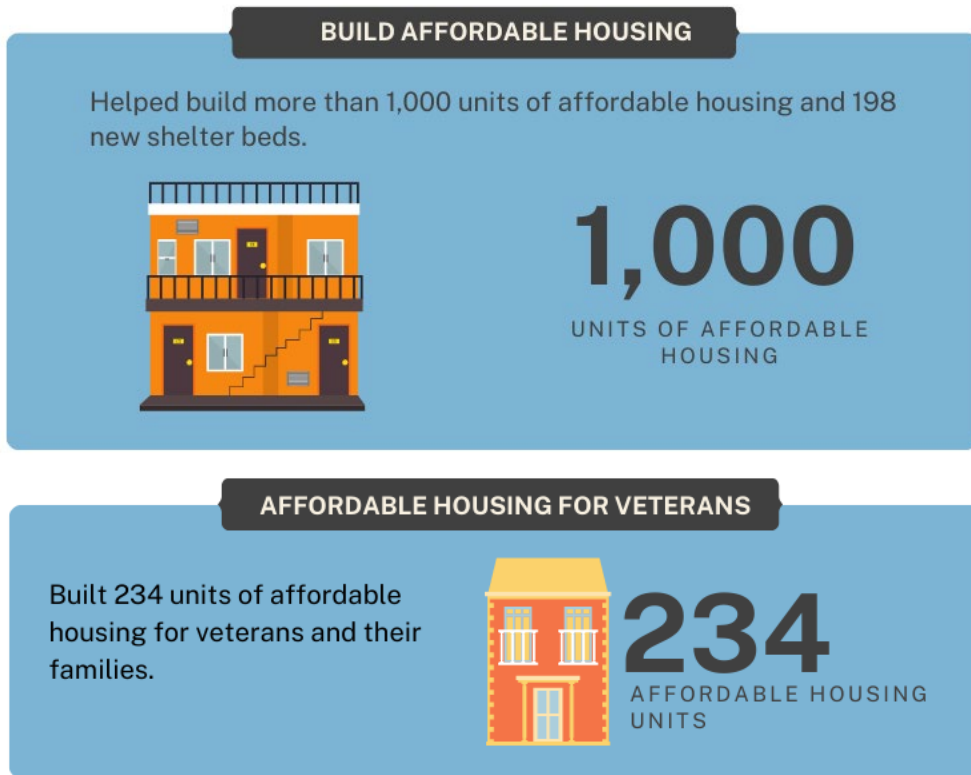
⁶⁰ Figure 3 reflects analysis on annual program outcomes from 2018-2021. Participant duplication may occur for those enrolled in multiple years of programming. See the 2022 VSHSL Assessment Report for more details. [\[LINK\]](#)

⁶¹ Includes accessing adaptive devices to assist in the ability to remain in their home and not move to assisted living.

⁶² Examples of improved health and well-being outcomes: improvement in depression symptoms, ability to self-manage chronic conditions, increased physical activity, and improved ability to perform daily activities.

During the past six years, VSHSL funding has helped build affordable housing; create housing specifically for veterans that has helped to reduce veteran homelessness; expand shelter capacity; enhance access to mental health care for veterans; expand and sustained senior center services; and provide for phone support and mobile advocacy for survivors of gender-based violence.^{63,64} Figure 4 highlights some examples of program accomplishments and outcomes for the current VSHSL.

Figure 4. Selected Outcomes from the 2018-2023 VSHSL



⁶³ Annual reports for 2012 through 2022 are available online. These reports include annual results for each program within the VSHSL. [\[LINK\]](#)

⁶⁴ DCHS completed an assessment of the VSHSL in 2022 in response to Motion 16129. Section III.D.3 of this report summarizes the findings from the Assessment Report. The full 2022 VSHSL Assessment Report can be found here: [\[LINK\]](#)

NAVIGATE HOMELESS VETERANS TO HOUSING



40% ↓

Contributed to a 40% reduction in veteran homelessness

VETERAN AND MILITARY FAMILY COUNSELING



Helped more than 260 veterans, servicemembers, and family members access more than 15,000 mental health counseling sessions.

15,000
Mental health counseling sessions

SENIOR CENTERS



Funded 39 senior centers across King County.

SENIOR PROGRAMMING

100,000

SENIORS SERVED



Served more than 100,000 seniors through expanded senior programming.

SURVIVOR-CENTERED MOBILE ADVOCACY FOR SURVIVORS OF SEXUAL ASSAULT AND DOMESTIC VIOLENCE

1,200

SURVIVORS RECEIVED SERVICES



Funded mobile advocacy services for more than 1,200 survivors of gender-based violence.

COUNTYWIDE DOMESTIC VIOLENCE HOTLINE

Launched DVHopeline, a countywide, 24-hour multi-lingual and multimodal domestic violence hotline, that received 16,000 calls or texts and referred nearly 7,000 of those callers to additional support.

6,000

CALLS OR TEXTS
RECEIVED IN ITS FIRST
SIX MONTHS



The renewal of the VSHSL enables the County to build on nearly two decades of previous work and supports ongoing efforts to ensure veterans, seniors, and resilient communities are connected and supported across the region.

4. VSHSL Priority Populations

Through the voters' continued renewal of the VSHSL, King County residents demonstrate their commitment to supporting veterans, military servicemembers and their respective families; seniors and their caregivers; and resilient communities. Ordinance 19604 continues this support for the three priority populations who will receive services through the VSHSL.⁶⁵ The levy's inclusive eligibility definitions position the County to deliver needed supports to County residents who otherwise fall through the cracks of other programs or are inadequately served.

Figure 5 summarizes the intentionally broad population definitions in Ordinance 19604 that define the unique role of the VSHSL in addressing service gaps.

⁶⁵ Ordinance 19604 defines the Levy's priority populations as veterans and military servicemembers and their respective families, seniors and their caregivers, and resilient communities. [\[LINK\]](#)

Figure 5. Descriptions of the VSHSL Priority Populations

VSHSL Priority Population	Description
Veterans, Military Servicemembers, and their Respective Families	Any person who has served or is serving as either an active duty, national guard member or a reservist member of the United States armed forces, and members of their respective family. ⁶⁶
Seniors and their Caregivers⁶⁷	Any person who is at least 55 years old, and individuals providing care for a senior who is a family member or someone with whom they have an ongoing personal relationship independent of their caregiver roles. ⁶⁸
Resilient Communities	Persons or communities susceptible to reduced health, housing, financial, or social stability outcomes due to systemic or historical exposure to trauma, violence, poverty, isolation, bias, racism, stigma, discrimination, disability, or chronic illness. Some examples include communities of color; immigrant and refugee communities; persons with disabilities; survivors of domestic violence and other gender-based violence; persons who identify as lesbian, gay, bisexual, transgender, queer, questioning, intersex or asexual; and survivors of human trafficking. ⁶⁹

This section describes the current issues or trends affecting veterans, seniors, and resilient communities that impacts the environment in which the levy operates.

Veterans, Military Servicemembers, and Their Respective Families

Recognizing the unique strength that veterans add to their communities, the King County Executive Branch honors, empowers, and welcomes current and former military servicemembers and their respective families in calling King County home.⁷⁰

Reducing Veteran Homelessness

Reducing veteran homelessness is a foundational priority of the VSHSL. The number of veterans experiencing homelessness has significantly declined since 2010 following concerted efforts at federal and local levels.⁷¹ In 2019, King County and the City of Seattle entered into an interlocal agreement to establish the King County Regional Homelessness Authority with the mission to “significantly decrease

⁶⁶ Ordinance 19604, subsections 1.E and 1.M [\[LINK\]](#) The definition of “veteran” in Ordinance 19604 makes no distinction based on discharge type or status. The VSHSL’s “veteran” definition is therefore more inclusive and expansive than other similar programs at the state or federal level, as noted in Section III.A of this plan. State and federal code definitions for veterans specify certain discharge statuses: RCW 41.04 [\[LINK\]](#) and Title 38 of the United States Code [\[LINK\]](#).

⁶⁷ Other frequently used terms for senior are “older adult” or “elder”. While this plan may use the terms interchangeably, they each refer to the same definition.

⁶⁸ Ordinance 19604, subsections 1.A and 1.J [\[LINK\]](#)

⁶⁹ Ordinance 19604, subsection 1.I [\[LINK\]](#)

⁷⁰ VSHSL Blueprint Report (2017) [\[LINK\]](#)

⁷¹ U.S. Department of Veterans Affairs’ Homeless Programs Office 2022 Annual Report, page 2. [\[LINK\]](#)

the incidence of homelessness throughout King County, using equity and social justice principles.”⁷² King County retains the responsibility for addressing and reducing regional veteran homelessness.⁷³

In 2021, King County partnered with the King County Housing Authority and U.S. Department of Veterans Affairs (VA) to support veterans in finding housing through a collaborative case management program. The collaborative case management program combines rental assistance with case management and support services to help veterans experiencing homelessness connect to safe and stable housing. During the program’s first two years, 125 homeless veterans and their families moved into housing using federal Housing and Urban Development (HUD) Veterans Affairs Supportive Housing (VASH) vouchers and VSHSL-funded case management from the King County Veterans Program.⁷⁴ Dedicated housing navigators assist veterans find and secure available units that accept the vouchers. This accelerated the timeline for veterans to move into affordable housing and prevent the veterans’ housing vouchers from expiring before they can find suitable housing. Supportive services from the King County Veterans Program helps veterans not only find housing, but also successfully maintain their housing and work towards healthy and thriving lives in their communities.

In July 2023, 728 veteran households accessed homeless services in King County, a 41 percent decline compared to January 2017.⁷⁵ Services and partnerships funded by the VSHSL contributed to this decline by increasing the affordable housing supply and expanding the homelessness crisis response system through investments in wraparound services and collaborations between service providers. Funding from the VSHSL will continue to prioritize strategies aimed to keep reducing veteran homelessness.

Veteran Wellness

More than 91,700 veterans call King County home.⁷⁶ Of that number, nearly two-thirds are over the age of 55.⁷⁷ As King County’s veterans age, many are presenting with military service-related illness and disabilities in addition to general aging issues.⁷⁸ Some wellness services for veterans may not be covered under other federally provided medical benefits, making it difficult for veterans to access appropriate care on a fixed income. For example, dental care for veterans can be confusing and difficult to navigate, and not all veterans are eligible for care under federal programs.⁷⁹ Noticing a gap in health systems, the King County Veterans Program (KCVP) launched a wellness program in 2022 funded through the VSHSL to help bridge eligibility or system gaps. KCVP will continue to meet the evolving health and wellness

⁷² Ordinance 19039 [\[LINK\]](#)

⁷³ Following the 2019 adoption of the ILA, King County DCHS entered a memorandum of understanding with the King County Regional Homelessness Authority to delineate policies and contracts regarding veteran homelessness that would still be held by King County DCHS.

⁷⁴ VASH vouchers are a type of housing choice voucher administered by HUD and the VA for rental assistance for homeless veterans. [\[LINK\]](#)

⁷⁵ The King County Veteran By-Name List had 1,240 veterans on January 1, 2017 compared to 728 veterans as of July 18, 2023.

⁷⁶ American Community Survey Estimate (2017-2021) [\[LINK\]](#)

⁷⁷ American Community Survey Estimate (2017-2021) [\[LINK\]](#)

⁷⁸ “Improving Healthcare for Aging Veterans,” U.S. Department of Veterans Affairs. [\[LINK\]](#)

⁷⁹ Eligibility for VA dental care is broadly for veterans with service-related dental conditions, former prisoners of war, and recipients of service-connected disability, with some narrow eligibility beyond that. [\[LINK\]](#)

needs of King County’s veterans, military servicemembers and their respective families through the renewed VSHSL funding.

Mental Health Care

Rates of post-traumatic stress disorder (PTSD) among veterans may range as high as 30 percent, depending on the era in which a veteran served.⁸⁰ The suicide rate for veterans has outpaced the rate for non-veteran U.S. adults for nearly two decades, according to the VA’s annual report on veteran suicides.⁸¹ While the federal department of Veterans Affairs (VA) is an important primary source for veterans’ mental health care, veterans must often endure long wait times to get connected to a service provider, and some veterans may be ineligible. Additionally, military or veteran spouses, as well as family members acting as caregivers for veterans with disabilities, may all experience military service-related stress or trauma. In most cases, they are ineligible for mental health services provided by the VA. To address this gap, King County allocates levy funding to mental health care for veterans and their families. During the 2018-2023 levy, more than 260 veterans, military servicemembers, and their respective family members access more than 15,000 mental health counseling sessions.⁸²

Seniors and Their Caregivers

In 2020, one in four King County residents were aged 55 or older.⁸³ This proportion of the county population is expected to increase to 30 percent before 2040.⁸⁴ This increase in proportion represents the fastest growth compared to other, younger populations in King County. Nationwide, the older population is growing at a rate five times faster than the total population.⁸⁵ As the population of older adults increases locally, so does the population of older adults from racially and ethnically diverse communities or backgrounds.⁸⁶ Funding from the VSHSL helps the regional aging network of public agencies and community-based organizations ready itself by encouraging partnerships to provide culturally competent services. For example, the 2018-2023 levy funded its senior hubs program to encourage senior centers to transform into a network of geographically and culturally representative spaces. King County will continue to use the VSHSL to fund senior centers to reflect the diverse populations in King County.

Effects of Isolation

Social isolation and loneliness negatively impact older adults’ health and well-being.⁸⁷ Older adults have a higher risk for social isolation and loneliness as the result of circumstances such as no longer

⁸⁰ “How Common is PTSD in Veterans?” U.S. Department of Veterans Affairs. Link accessed June 2023. [\[LINK\]](#)

⁸¹ “2022 National Veteran Suicide Prevention Annual Report,” U.S. Department of Veterans Affairs (2022). [\[LINK\]](#)

⁸² This figure is based on King County DCHS performance measurement and evaluation analysis on annual program outcomes from 2018 through 2022.

⁸³ American Community Survey – Age and Sex Table, 5-Year Estimates (2017-2021) [\[LINK\]](#)

⁸⁴ “Growth Management Act population projections for counties: 2020 to 2050,” Washington State Office of Financial Management (2022). [\[LINK\]](#)

⁸⁵ “U.S. Older Population Grew From 2010 to 2020 at Fastest Rate Since 1880 to 1890,” United States Census (2023). [\[LINK\]](#)

⁸⁶ “Demographic Trends of King County,” King County Office of Economic and Financial Analysis (2020). [\[LINK\]](#)

⁸⁷ “Loneliness and Social Isolation Linked to Serious Health Conditions,” Centers for Disease Control and Prevention (2021). [\[LINK\]](#)

participating in the workforce, living alone, experiencing more limited mobility, and having a smaller social network compared to earlier phases of life.⁸⁸ The onset of the COVID-19 pandemic deepened isolation of already isolated populations. More than one in four older adults reported that they felt isolated before the COVID-19 pandemic began, and that number jumped to more than one in two in 2020.⁸⁹ Isolation among seniors continues at elevated levels compared to before the COVID-19 pandemic. According to 2023 data from the same poll, one in three older adults still feel isolated, or sometimes go a week or longer without social contact with someone from outside their home.⁹⁰ Senior centers and other senior programming funded through the 2018-2023 VSHSL play an essential role in addressing social isolation for the aging population to connect with peers, engage in their communities, and access services that support healthy aging.⁹¹ King County will continue to use the VSHSL to reinforce senior services that provided social connection throughout the pandemic.

Paid Caregiver Workforce Shortage

People who are 65 or older have a 70 percent chance of needing some type of long-term care service as they age.⁹² As more adults prefer to age in place, more people are needed to take on caregiver roles.^{93,94} Maintaining an adequate workforce of long-term care workers has been a challenge for Washington, and prospective workers face a number of barriers becoming certified including limited access to training opportunities for state-required certification and limited testing locations.⁹⁵ There is a shortage of certified paid caregivers in King County, especially in rural areas.⁹⁶ The shortage for formal or paid caregivers is an example of the human services workforce shortage and demonstrates the need for workforce support and stabilization. King County will use funding from the VSHSL for employment and training that address the lack of available caregivers.

In many cases, caring for seniors requires assistance from unpaid caregivers. Family caregivers, often spouses, partners, or adult children, provide the bulk of support for seniors who want to remain in their own home but need assistance in their daily activities. This responsibility spans generations, as a study

⁸⁸ “Social Isolation and Loneliness in Older Adults,” National Academies of Sciences, Engineering, and Medicine (2020). [\[LINK\]](#)

⁸⁹ “Trends in Loneliness Among Older Adults from 2018-2023,” University of Michigan Institute for Healthcare Policy and Innovation (2023). [\[LINK\]](#)

⁹⁰ “Trends in Loneliness Among Older Adults from 2018-2023,” University of Michigan Institute for Healthcare Policy and Innovation (2023). [\[LINK\]](#)

⁹¹ “Get the Facts on Senior Centers,” National Council on Aging (2023). [\[LINK\]](#)

⁹² “What Is the Lifetime Risk of Needing and Receiving Long-Term Services and Supports?” United States Health and Human Services (2019). [\[LINK\]](#)

⁹³ According to the National Institutes of Health’s National Institute on Aging, “age in place” means having the supports needed to stay in the setting and community of their choice as one grows older. [\[LINK\]](#)

⁹⁴ “Older Adults Preparedness to Age in Place,” University of Michigan Institute for Healthcare Policy and Innovation (2022). [\[LINK\]](#)

⁹⁵ “Performance Audit I-1163: addressing Testing Barriers for home Health Aides,” Washington State Auditor (2022) [\[LINK\]](#)

⁹⁶ “Area Plan Update 2022-2023 for Seattle and King County,” Area Agency on Aging (2021), page 69. [\[LINK\]](#)

from the American Association of Retired Persons demonstrates that adults from 18 to over 75 provide unpaid care to an older adult or a child with special needs.⁹⁷

Resilient Communities

Ordinance 19604 defines resilient communities as “persons or communities susceptible to reduced health, housing, financial or social stability outcomes due to systemic and historical exposure to trauma, violence, poverty, isolation, bias, racism, stigma, discrimination, disability or chronic illness.”⁹⁸ Prior iterations of the VSHSL used the term “vulnerable populations” to describe these intended recipients of dedicated funding.⁹⁹ In 2020, DCHS reframed the population served by that levy's proceeds as resilient communities to emphasize community strength in the midst of vulnerability.¹⁰⁰ Ordinance 19604 incorporates this change to strengths-based language into formal County policy.

Racism and other forms of structural oppression create conditions that make resilient communities more susceptible to harm.¹⁰¹ Centering community strength through partnership acknowledges their resilience while providing support in identifying their unique needs and their community-based solutions to meet those needs. King County is committed to employing an equity, racial, and social justice approach when considering the most effective strategies to promote well-being for its residents.¹⁰²

Resilient communities as defined by the VSHSL include, but are not limited to, the following three groups: survivors of gender-based violence, immigrants and refugees, and persons with disabilities.

Survivors of Gender-Based Violence

Resilient communities include survivors of gender-based violence. Gender-based violence (GBV) is an umbrella term for any form of violence that is based on socially ascribed gender roles.^{103,104} This includes all genders. It includes, but is not limited to, domestic violence, sexual assault, and commercial sexual exploitation. The VSHSL funds strategies to prevent violence and offer crisis and short- to medium-term response for survivors. Incidence of gender-based violence increased during the COVID-19 pandemic. For example, King County saw a 34 percent increase in calls to the National Domestic Violence Hotline in March 2023 compared to March 2022.¹⁰⁵ Furthermore, King County homicides resulting from domestic

⁹⁷ “Caregiving in the U.S. 2020: A Focused Look at Family Caregivers of Adults Age 50+,” American Association of Retired Persons (2020). [\[LINK\]](#)

⁹⁸ Subsection 1.I, Ordinance 19604 [\[LINK\]](#)

⁹⁹ Ordinance 18555 [\[LINK\]](#)

¹⁰⁰ “Why we changed our name: VSHSL’s Resilient Communities program,” DCHS Cultivating Connections Blog. [\[LINK\]](#)

¹⁰¹ “Disparities in Health and Health Care: 5 Key Questions and Answers,” Kaiser Family Foundation, (2023). [\[LINK\]](#)

¹⁰² King County Equity and Social Justice Strategic Plan 2016-2022, Office of Equity and Social Justice (2016). [\[LINK\]](#)

¹⁰³ “The Issue – Gender-Based Violence,” Coalition for Ending Gender-Based Violence (2017). [\[LINK\]](#)

¹⁰⁴ Definition of gender-based violence from the Inter-Agency Field Manual on Reproductive Health in Humanitarian Settings (2010). [\[LINK\]](#)

¹⁰⁵ Economic, social, and overall health impacts from COVID 19 dashboard, King County. [\[LINK\]](#)

violence increased by nearly four times during 2021 compared to 2019.¹⁰⁶ In 2020, the King County Coalition Ending Gender-Based Violence conducted a survey asking King County GBV providers about the impacts of the pandemic on survivors and services. The survey showed 56 percent of respondents had experienced a significant increase in the number of survivors seeking help.¹⁰⁷ Survivors of GBV experience disproportionately high rates of homelessness and experience the highest number of civil legal needs per capita relative to any other group.¹⁰⁸ King County continues to designate VSHSL funding to community-centered programming for survivors of GBV.

Immigrants and Refugees

Nearly one in four of King County residents are immigrants or refugees.¹⁰⁹ The King County Executive's True North aspiration for King County to be more welcoming and inclusive includes ensuring all of the county's residents have access to county programs and services regardless of their national origin, immigration status, or English proficiency level.^{110,111} To further these goals, King County created the Immigrant and Refugee Commission in 2018 to serve as a conduit with the immigrant and refugee community to understand and address the issues and challenges facing the diverse communities that make up King County.¹¹²

Since the previous VSHSL renewal in 2017, King County has welcomed refugees from across the globe including Afghanistan and Ukraine.^{113,114} In May 2023, the Centers for Communicable Disease and Prevention lifted the Public Health Order authorized under Title 42 of the United States Code (known as "Title 42"), a policy that had kept migrants seeking refugee status out of the United States since 2020.^{115,116} As the number of immigrants and refugees who are seeking citizenship or asylum increases throughout King County, language services, system navigation, connection to community, access to employment, and culturally competent services can help those individuals thrive.^{117,118}

¹⁰⁶ "Domestic violence homicides in King County on pace to be record breaking number," FOX 13 Seattle (2021).

[\[LINK\]](#)

¹⁰⁷ "Impact of COVID-19 on Survivors of Sexual Assault & Domestic Violence in King County," Coalition Ending Gender-Based Violence (2020). [\[LINK\]](#)

¹⁰⁸ 2015 Washington State Civil Legal Needs Study Update, Washington State Supreme Court (2015). [\[LINK\]](#)

¹⁰⁹ According to the United States Census, 24.2 percent of the King County population is foreign born persons.

[\[LINK\]](#)

¹¹⁰ True North. [\[LINK\]](#)

¹¹¹ King County Equity and Social Justice Strategic Plan 2016-2022, Office of Equity and Social Justice (2016), page 72. [\[LINK\]](#)

¹¹² Ordinance 18653 [\[LINK\]](#)

¹¹³ According to a 2022 report from the Washington State Department of Social and Health Services' Office of Refugee and Immigrant Assistance, more than 61 percent of the refugees coming to Washington state resettle in King County, with the highest number of refugee arrivals coming from Ukraine and Afghanistan. [\[LINK\]](#)

¹¹⁴ "A King County refugee program turned 2 hotels into communities of support," Seattle Times (2023). [\[LINK\]](#)

¹¹⁵ "Order Suspending Introduction of Certain Persons from Countries Where a Communicable Disease Exists," Centers for Disease Control and Prevention (2020). [\[LINK\]](#)

¹¹⁶ "H.R. 382 Statement of Administrative Policy," Office of Management and Budget (2023). [\[LINK\]](#)

¹¹⁷ "Demographic Trends of King County," King County Office of Economic and Financial Analysis. [\[LINK\]](#)

¹¹⁸ "Advancing Equity and Opportunity for King County Immigrants and Refugees," King County Immigrant and Refugee Task Force (2016). [\[LINK\]](#)

Persons with Disabilities

More than 18 percent of King County adults have one or more physical, intellectual, or developmental disabilities.¹¹⁹ That percentage is significantly higher within the American Indian/Alaska Native, Black, and Hispanic communities in King County.¹²⁰ In Washington state, adults with disabilities experience health disparities and are more likely to have higher rates of depression, obesity, diabetes, and heart disease.¹²¹ Being an inclusive place to live includes identifying and removing physical, communication, and attitudinal barriers that can hamper individuals' ability to have full participation in society.¹²² King County designates VSHSL funds to strategies that support people with disabilities, and will center those most impacted to fill important gaps in resources.

5. Human Services Workforce

King County's community-based human services providers deliver critical services every day, such as providing shelter and supportive housing, behavioral health treatment, legal system alternatives, and case management. However, human services funders including King County have traditionally funded only a portion of the true cost and market value for these providers.^{123,124} Governments and other funders have set unrealistic expectations of the true cost of human services, relying on providers to secure private donations and leverage multiple government funding streams even as other government services are routinely fully funded through a single entity.¹²⁵ As a result, nonprofit contractors are incentivized to pay human services workers at low levels, as they seek to maximize program participant resources and services.

An analysis from the University of Washington shows that many nonprofit employees who deliver critical human services experience a "pay penalty" for doing community-based work in King County, meaning they are paid less than workers in other care industries such as education and health care.¹²⁶ Government funding practices that seek to fund the least expensive services, rather than the highest quality, often perpetuate and reinforce this impact. According to the same research, after controlling for similar job types, median annual pay for human services workers in the nonprofit sector is 37 percent lower than in non-care industries. These low wages were driven by and now perpetuate inequities for

¹¹⁹ Behavioral Risk Factor Surveillance System (2013-2020), King County Communities Count. For this data, disability is defined as being deaf or having serious difficulty hearing; being blind or having serious difficulty seeing; having serious difficulty concentrating, remembering, or making decisions; having serious difficulty walking or climbing stairs; having difficulty dressing or bathing; and/or having difficulty doing errands alone (such as visiting a doctor's office or shopping) because of a physical, mental, or emotional condition. [\[LINK\]](#)

¹²⁰ Behavioral Risk Factor Surveillance System (2013-2020), King County Communities Count. [\[LINK\]](#)

¹²¹ "Disability & Health U.S. State Profile Data for Washington (Adults 18+ years of age)," Centers for Disease Control and Prevention, (2023). [\[LINK\]](#)

¹²² "Disability and Health Inclusion Strategies," Centers for Disease Control and Prevention, (2020) [\[LINK\]](#)

¹²³ "2021 King County Nonprofit Employee Engagement Survey Report," 501 Commons (2022) page 3. [\[LINK\]](#)

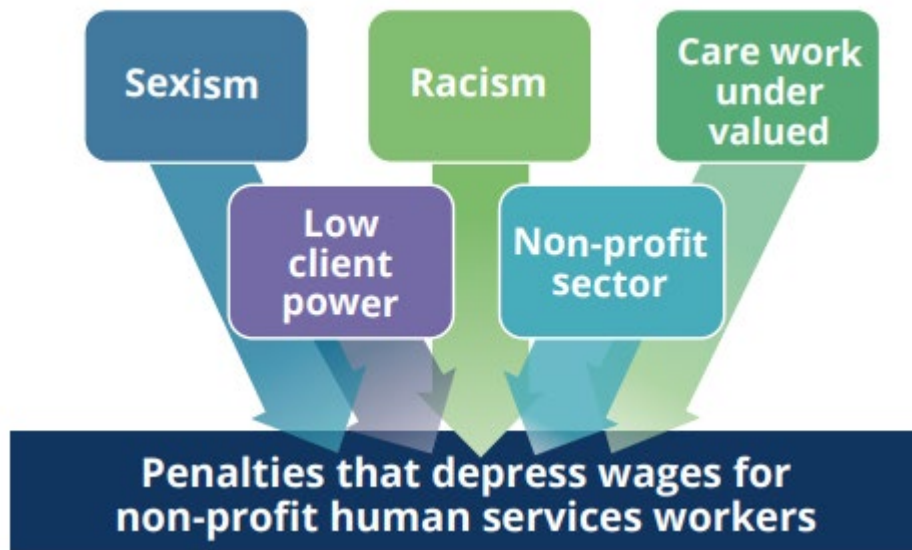
¹²⁴ "Wage Equity for Non-profit Human Services Workers: A study of work and pay in Seattle and King County." University of Washington (2023), page 13. [\[LINK\]](#)

¹²⁵ "The Nonprofit Starvation Cycle," Stanford Social Innovation Review (2009). [\[LINK\]](#)

¹²⁶ "Wage Equity for Non-profit Human Services Workers: A study of work and pay in Seattle and King County." University of Washington (2023). [\[LINK\]](#)

women and communities of color who make up a disproportionate number of social services staff.¹²⁷ The historic association between care work and women, particularly women of color, and their historic exclusion from other occupations with higher wage levels, has allowed government funders to contribute to artificially suppressed wages of nonprofit human services workers compared with other sectors.¹²⁸ Figure 6, from the University of Washington 2023 study, illustrates this concept.

Figure 6. Conceptual Model of Factors Depressing Wages for Nonprofit Human Services Workers¹²⁹



Higher pay and better benefits contribute to employee satisfaction and retention which has positive impacts on program performance.¹³⁰ Unfortunately, when human services organizations do not or cannot offer competitive wages, benefits, and working conditions, they are unable to recruit and retain employees. This leads to chronically high vacancies and high turnover of staff. As an example, in King County alone, the Employment Security Department reports that since November 2020, the sector has opened more than 900 job opportunities for a Counselor, Social Worker, or Other Community and Social Service Specialist every month. Statewide, as of July 2023, there were currently 3,380 positions open in this sector.¹³¹ This rate of vacancies and turnover prevents the sector from building critical experience and relationships with their clients and in turn reduces service delivery. Figure 7 illustrates these concepts.

¹²⁷ "Wage Equity for Non-profit Human Services Workers: A study of work and pay in Seattle and King County." University of Washington (2023), page 12. [\[LINK\]](#)

¹²⁸ "Wage Equity for Non-profit Human Services Workers: A study of work and pay in Seattle and King County." University of Washington (2023), pages 15-16. [\[LINK\]](#)

¹²⁹ This graphic is taken from the University of Washington wage equity study: "Wage Equity for Non-profit Human Services Workers: A study of work and pay in Seattle and King County." University of Washington (2023), page 16. [\[LINK\]](#)

¹³⁰ "2021 King County Nonprofit Employee Engagement Survey Report," 501 Commons (2022). [\[LINK\]](#)

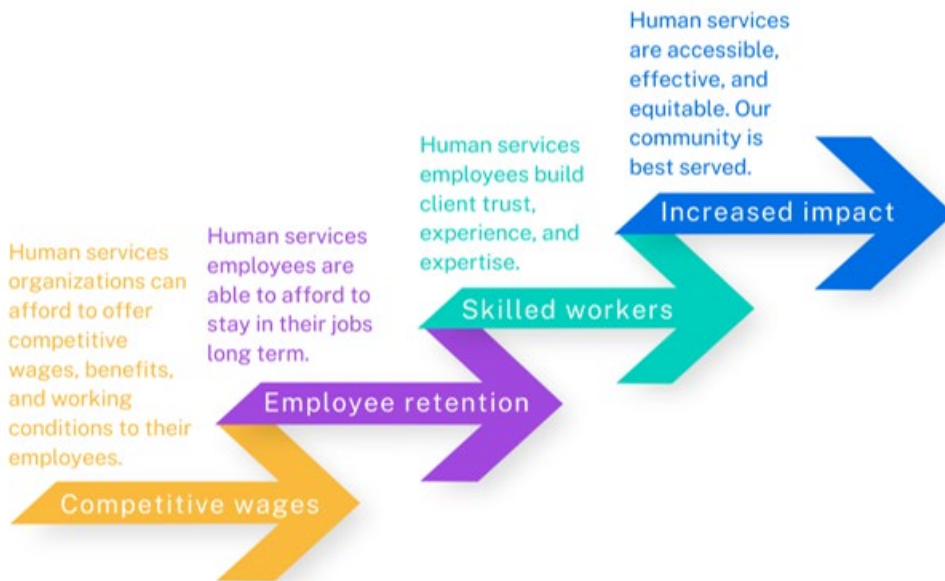
¹³¹ Washington State Employment Security Department Supply and Demand Report. [\[LINK\]](#)

Figure 7. Human Services Funding Impacts

Underinvestment in human services leads to:



Appropriate investment in human services leads to:



During levy renewal planning, providers shared their challenges with recruitment and retention.¹³² They further stated that historic underinvestment in the nonprofit sector has led to a workforce shortage crisis as workers leave for more sustainable working conditions, higher pay, and better benefits. This shortage is impacting their service delivery. Results from a VSHSL-funded survey found that 60 percent of surveyed staff would consider leaving the nonprofit sector to get better pay and 54 percent would consider leaving the nonprofit sector because of burnout or other fatigue.¹³³ The survey also reports that nonprofits experience a higher turnover rate compared to all industries nationwide.¹³⁴

The intended VSHSL results established in this plan are only achievable through a robust human services workforce that has the knowledge, experience, and skill to deliver high quality programs. VSHSL-funded services are predominantly provided through human services providers employed through a diverse array of community-based organizations.¹³⁵ This holds true across the entire portfolio of health and human services funded by DCHS. Local funders including King County and the City of Seattle, as well as some state agencies, are working to stabilize providers by testing solutions to support wage equity and incorporating inflation and cost of living increases where possible.^{136,137,138} The workforce stabilization investments detailed in strategy [FS 6](#) in [Section IV.C.3](#) of this plan aim to reverse this trend and help providers recruit and retain the workforce necessary to deliver quality human services through improving pay, benefits, and working conditions.

6. Need for Regional Impact Initiatives

The regional health and human services landscape over the last few years has highlighted the importance of funders' and providers' adaptability and responsiveness. These traits are necessary to navigate a fast-changing world. For example, during the implementation of the previous VSHSL, the COVID-19 pandemic upended the service system as providers quickly adjusted programming and introduced new services to fit the needs of participants amid a quickly changing environment.¹³⁹ The levy's population-specific dollars were sometimes challenging to deploy or quickly reallocate in response to the evolving community needs.¹⁴⁰ Such limitations of levy population-based funding highlighted the need for flexible funds that are not population-based, similar to the previous VSHSL's technical assistance and capacity building dollars.

¹³² 2022 VSHSL Assessment Report, page 37 [\[LINK\]](#)

¹³³ "2021 King County Nonprofit Employee Engagement Survey Report," 501 Commons (2022). [\[LINK\]](#)

¹³⁴ "2021 King County Nonprofit Employee Engagement Survey Report," 501 Commons (2022). [\[LINK\]](#)

¹³⁵ The King County Veterans Program is implemented by King County employees.

¹³⁶ In 2022, the Washington State Department of Commerce designated a portion of the Coronavirus State and Local Fiscal Recovery Funds through the American Rescue Plan to provide stipends to eligible homeless service workers for their immediate economic needs. [\[LINK\]](#)

¹³⁷ King County designated funding to stabilize the nonprofit, human services workforce in the Best Starts for Kids Implementation Plan in Ordinance 19267 and the Crisis Care Centers Levy in Ordinance 19572. [\[LINK\]](#), [\[LINK\]](#)

¹³⁸ The City of Seattle Resolution 32094 expresses the Seattle City Council's intent to consider increasing human services contracts to support wage equity in collaboration with other funders for non-profit human services work. [\[LINK\]](#)

¹³⁹ 2022 VSHSL Assessment Report, page 100 [\[LINK\]](#)

¹⁴⁰ 2022 VSHSL Assessment Report, page 100 [\[LINK\]](#)

Consistent with Ordinance 19604, and as recommended by the VSHSL Assessment Report called for by Motion 16129, the renewed VSHSL includes a new funding category within the levy to address regional human service priorities that span populations called Regional Impact Initiatives.^{141,142,143} Regional Impact Initiatives' effects span the levy's priority populations and are often not participant based. This includes, for example, stabilizing the nonprofit human services workforce and preventing or responding to gun violence.^{144,145} Further, Regional Impact Initiatives represent new approaches and perspectives to perennial issues, respond to emerging needs, and modify existing structures to enable the region to better address the diverse and broad-scale human service needs of the region.

The Regional Impact Initiatives category receives 10 percent of levy proceeds and provides funding within the VSHSL for the "regional health and human services that provide or support responses to issues affecting all three of the levy's priority populations and which regional health and human services can help address."¹⁴⁶ This plan allocates the Regional Impact Initiatives category of funds to select strategies including technical assistance and capacity building, nonprofit workforce surveys and stabilization, levy provider training, and language supports. Figure 8 lists the strategies within this plan that receive funding from the Regional Impact Initiatives expenditure category.

¹⁴¹ Ordinance 19604 [\[LINK\]](#)

¹⁴² 2022 VSHSL Assessment Report [\[LINK\]](#)

¹⁴³ Motion 16129 [\[LINK\]](#)

¹⁴⁴ A 2022 University of Washington wage equity study examined the extent of inequity facing nonprofit human services workers. According to the study's results, human services workers make at least 30 percent less than workers in other industries, and that women and people of color make up a disproportionate number of the nonprofit human services workforce. [\[LINK\]](#)

¹⁴⁵ According to annual, year-end Firearm Violence Reports from the King County Prosecuting Attorney's Office, shootings in King County are not evenly distributed. According to the 2022 year-end report, of the 440 shooting victims in 2022, 88 percent were male and 76 percent were people of color. [\[LINK\]](#)

¹⁴⁶ Ordinance 19604 subsection 1.H. [\[LINK\]](#)

Figure 8. VSHSL Strategies Supported by Regional Impact Initiatives Funding

HS 1	Affordable Housing and Shelter Operations and Capital
HL 12	Addressing Regional Gun Violence
FS 6	Human Services Workforce Stabilization
SE 8	Support Local Solutions
SS 6	VSHSL Provider Learning Opportunities
SS 7	Countywide Nonprofit Workforce Surveys
SS 8	VSHSL Language Access Services
TA/CB	Technical Assistance and Capacity Building

Current Constraints on Regional Human Services Results

This Plan aims to both respond to and spur change of community conditions creating disparities in access to the opportunities individuals need to reach their full potential. If left unaddressed, the following factors will continue to constrain the effect of regional human services funding, including the VSHSL:

- Workforce sustainability.** As described above, acute wage discrepancies for community-based human service workers have been decades in the making. Under current conditions, these wages and related benefits are inadequate to attract and retain a representative and effective workforce, leaving many providers increasingly challenged with position vacancies and staff departing before or just after developing the mastery and deep relationships necessary to deliver human services effectively.¹⁴⁷
- County capacity to implement.** As community needs for human services continue to increase in intensity and complexity, King County must prioritize implementation of public funds at the pace and scale necessary to ensure success. This requires pivoting to address new priorities best positioned for County impact and deciding whether and when to eliminate previous efforts. This plan maximizes funds for community services, while ensuring sufficient staff, time, and funding to responsibly administer those programs.
- Affordable housing costs and need are growing faster than resources.** Quickly escalating local costs of housing and living threaten the ability of providers to establish and maintain stable, effective, and high-quality affordable housing and shelter. Available funding remains insufficient to fully fund existing operating and service obligations and continue to develop new affordable housing.¹⁴⁸

¹⁴⁷ “Wage Equity for Non-profit Human Services Workers: A study of work and pay in Seattle and King County.” University of Washington (2023). [\[LINK\]](#)

¹⁴⁸ Regional Affordable Housing Dashboard. [\[LINK\]](#)

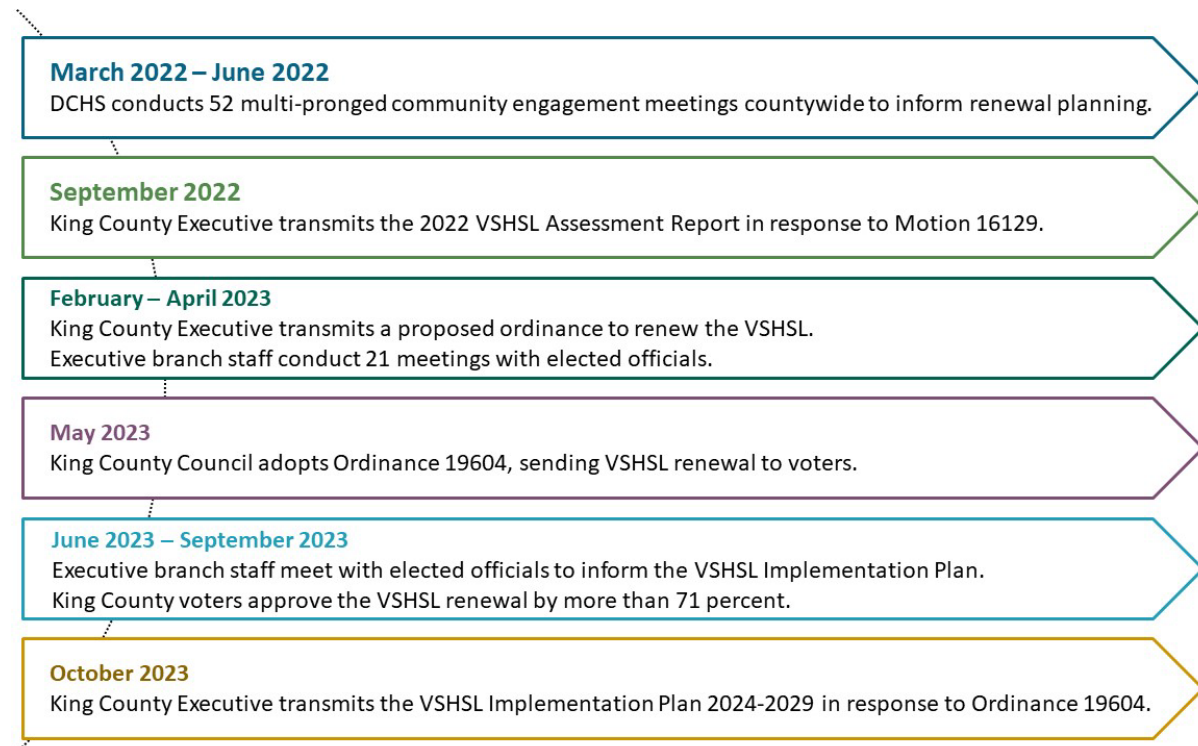
D. Report Methodology

DCHS staff prepared this 2024-2029 VSHSL Implementation Plan. The following sub-sections describe the department’s approach to renewal planning and a summary of the planning’s results, including gathering updated feedback from community as well as incorporating recommendations contained in the VSHSL Assessment Report.

1. Planning to Renew the VSHSL

Planning for the VSHSL renewal focused on leveraging the previous three levies’ success and engaging with community to inform the development of the renewal proposal. Renewal planning began in early 2022 to examine successes and challenges from the current levy informed by community feedback and data from each levy strategy. Activities included assessing current program performance measure data and soliciting direct input from community members and VSHSL-contracted providers about who was served, how well were they served, and how the program is improving lives. Figure 9 illustrates the renewal planning activities.

Figure 9. VSHSL Renewal Planning Activities 2022-2023



2. How Community Informed the VSHSL Renewal and This Implementation Plan

Many voices informed renewal planning. From March 2022 to August 2023, DCHS conducted a variety of community engagement activities to help inform levy renewal. Twenty community conversations were held across each of King County’s nine county council districts, along with 20 focus groups, 10 open houses, and more than 15 informational presentations. DCHS also hosted meetings with leadership from

senior centers across the county to refine King County’s approach to funding senior centers in the renewed VSHSL. Figure 10 summarizes the community engagement activities.

Figure 10. VSHSL Renewal Planning Community Engagement



[Appendix B](#) lists the location of the community conversations, open houses, and the participating organizations of the focus groups and informational presentations. Together, these meetings and presentations provided many opportunities for people who live or work in King County to give feedback on their current experience with the VSHSL and inform the VSHSL renewal and this Implementation Plan.

Figure 11 summarizes the themes that emerged from the VSHSL’s multipronged community engagement as described in the 2022 VSHSL Assessment Report.¹⁴⁹ The next subsection explains the 2022 VSHSL Assessment in more detail.

Figure 11. VSHSL Community Engagement Themes

1. The VSHSL is a uniquely flexible funding source.
2. The VSHSL expands organizations’ impact in the community.
3. Technical assistance and capacity building (TA/CB) and other VSHSL provider supports help broaden organizations’ ability to serve the community.
4. Housing affordability continues to be a pressing concern across populations.
5. Performance measurement is necessary but sometimes burdensome.
6. Additional resources are needed to attract and retain qualified staff.

¹⁴⁹ 2022 VSHSL Assessment Report, pages 36-37. [\[LINK\]](#)

This partnership and feedback informed the recommendations made in the VSHSL Assessment Report which laid the foundation for the Ordinance asking voters to consider the renewal of the VSHSL as well as this Implementation Plan.

3. VSHSL Assessment Report Recommendations

DCHS staff collected information about strategy implementation, including feedback from community partners and staff’s own experiences, to create the VSHSL Assessment Report in response to Motion 16129. In September 2022, the Council received the report.¹⁵⁰ In January and February 2023, Executive Branch staff conducted briefings with each King County councilmember office on the VSHSL Assessment Report, and to receive and respond to any questions or comments as the Executive finalized details for the VSHSL renewal legislation.

The Assessment Report made recommendations about the scope and content of the VSHSL. It recommended continuing to support the levy priority populations in equal proportions by funding programs and services through the five result areas. The report also recommended improving the VSHSL by expanding service capacity to better address community need and promoting wage equity for nonprofit workers. It also proposed a funding category for regional impact initiatives to flexibly meet community needs, including levy provider network supports. King County enacted these recommendations in the 2023 ballot measure Ordinance.

The Assessment Report went on to make specific recommendations about levy investments, were the VSHSL to be renewed. Those recommendations informed the development of this Implementation Plan. DCCHS staff developed this plan by building upon the subject matter expertise and data analysis within the VSHSL Assessment Report, as well as the department’s renewal planning activities. Figure 12 highlights the conclusion of the Assessment Report and recommendations on specific strategies to be described further in an implementation plan.¹⁵¹

¹⁵⁰ 2022 VSHSL Assessment Report [\[LINK\]](#)

¹⁵¹ 2022 VSHSL Assessment Report, page 106. [\[LINK\]](#)

Figure 12. Summary of the VSHSL Assessment Report Recommendations

Build on the VSHSL’s success:

- Maintain commitment to the three designated populations;
- Continue to build community-level outcomes in the five result areas;
- Maintain and expand service capacity to better address community need, including opportunities to promote wage equity for the nonprofit workforce; and
- Consider proposing an emerging needs funds to flexibly meet community needs.

Continue the VSHSL’s key investments in:

- Affordable housing;
- Gender-based violence prevention and survivor supports, including mobile advocacy work;
- The Geriatric Regional Assessment Team (GRAT);
- Behavioral health;
- King County Veteran Program’s collaborative case management program; and
- Reentry to community support for formerly incarcerated individuals.

Improve the way VSHSL-funded services are provided to the community through modifications to:

- Increase access and speed to open affordable housing;
- Further refine virtual villages’ role in helping seniors age in place;
- Better center people with disabilities in addressing their caregiving needs;
- Increase service efficiency and responsiveness for caregivers of veterans and seniors;
- Refine supports for student veterans;
- Improve veteran pathfinder programs;
- Staff a new resource access team to help residents and partners navigate and access services; and
- Reimagine community safety through community-based violence prevention programs.

A comprehensive table of all recommendations from the report, and how they are addressed within the VSHSL Implementation Plan, can be found in [Appendix C](#).

4. Ordinance Requirements

Building upon the findings and recommendations of the Assessment Report, the Executive transmitted a proposed ballot measure Ordinance to the King County Council to renew the expiring VSHSL on February 16, 2023. In May 2023, the Council adopted Ordinance 19604, authorizing placement of the VSHSL renewal measure before King County voters on the August 1, 2023, primary ballot. The adopted Ordinance requires the transmittal of an Implementation Plan to describe the framework, strategies, programs, allocations of proceeds, and performance measurement for the renewed levy. The VSHSL

Implementation Plan for 2024-2029 responds to the requirements outlined in Ordinance 19604.¹⁵² Most notably, [Section IV](#) of this plan includes:

- A description of the forecasted expenditures of levy proceeds itemized by result area and priority population or spending category, including the amounts from each population that will meet the Ordinance’s requirement to allocate at least 25 percent of total levy proceeds to housing stability strategies ([Sections IV.B-D](#));
- A description and rationale for each levy strategy, including identification of strategies for human services workforce stabilization and counseling or other behavioral health care ([Section IV.C](#));
- A description of the framework to measure the performance of levy strategies in achieving their outcomes including how monitoring and reporting will be coordinated with other dedicated human services funds ([Section IV.F](#));
- A description of how the Executive shall report annually on levy expenditures, services, and outcomes including how to report by ZIP Code level ([Section IV.H](#)); and
- Recommendations for refinements to the VSHSL Advisory Board described in King County Code (KCC) 2A.300.540 ([Section IV.E](#)).

[Appendix D](#) to this plan contains a comprehensive table of all requirements and how they are addressed within this plan.

IV. VSHSL Plan for 2024-2029

This section provides an overview of the structure of this Implementation Plan, describes anticipated results from the expenditure of levy proceeds, and details the strategies to achieve those results for the renewal of the VSHSL for 2024-2029.

A. VSHSL Implementation Plan Framework and Results

This section describes the framework and intended results for the VSHSL. The framework and results draw upon continuous community input. In its fourth iteration, the VSHSL builds upon 18 years of consistent work and progress ensuring veterans, seniors, and resilient communities are connected and supported across the region through the following areas of emphasis:

- **support veterans** by building the nation’s strongest local veterans program and keep reducing veteran homelessness.
 - This plan continues *building the nation’s strongest local veterans program* by continuing the King County Veterans Program, providing low-barrier mental health counseling provided by licensed mental health clinicians experienced in military trauma-informed care and reintegration challenges, and offering specialized outreach and resource connection programs for veterans and their families.

¹⁵² Section 7 of Ordinance 19604 specifies this plan’s requirements. [\[LINK\]](#)

- This plan aims to *keep reducing veteran homelessness in King County* by acquiring and operating one or more buildings to be used as an affordable housing facility for veterans and providing housing navigators to assist veterans in their affordable housing search.
- **expand accessibility of social connection and other critical supports for seniors** by reinforcing senior services that made a difference in the pandemic.
 - This plan *reinforces senior services that made a difference in the pandemic* by stabilizing and transforming the county’s senior centers with approximately double the funding from the prior VSHSL, providing food security for low-income seniors in King County through home-delivered meals and groceries, and support Senior Villages that connect their members to a wide array of practical support services and social connections so seniors can continue living in their homes and communities.
- **strengthen communities and build resiliency** by deepening investments in critical workforce.
 - This plan *deepens investments in critical workforce* by invests in strategies to improve the hiring and retention of employees within the nonprofit sector.
 - This plan *continues community-centered programming for survivors of gender-based violence* by funding a network of domestic and sexual violence programs to address the root causes of gender-based violence, continuing the countywide, multi-lingual, 24-hour hotline to assist anyone impacted by domestic violence, and equipping specialized case managers ("advocates") with flexible emergency financial assistance designed by and for survivors to provide immediate relief to survivors and their families.

This VSHSL Implementation Plan focuses on outcomes for the priority populations across five result areas. Figure 13 describes each result area at a high level. These result areas, first established in the 2018-2023 VSHSL, still provide the foundation for the VSHSL’s intended outcomes and the work King County funds through this initiative. Each chapter within [Section IV.C](#) of this plan further defines the programming within each result area.

Figure 13. VSHSL’s Five Result Areas

- **Housing Stability:** Supporting a household’s ability to gain and maintain safe, livable housing in their chosen community for less than 40 percent of their household income.
- **Healthy Living:** Improving the overall health and well-being of King County residents.
- **Financial Stability:** Increasing an individual’s ability to cover necessary expenses while they secure their long-term ability to accomplish personal goals.
- **Social Engagement:** Promoting engagement and interpersonal connections with community where systems, biases, miscommunications, or cultural differences too often serve to isolate.
- **Service System Access and Improvement:** Facilitating access for priority populations to the human services system and the ability of these services to systematize and continuously improve.

Each of the five result areas contain between six and 17 strategies that describe programs and services that the VSHSL will fund to contribute to community-level change. These strategies may contain one or more programs that will be accomplished directly by King County or contracted through one of the hundreds of the VSHSL’s community-based partners.

[Section IV.C](#) of this plan describes this plan’s strategies and programs for each VSHSL result area. This plan sets out 55 strategies and sub-strategies across all five result areas. Each strategy has a description that provides additional implementation information for each result area, including:

- strategy and program descriptions;
- rationale for investments with the strategies, and
- contemplated timeline and funding allocations for each strategy.

1. Ensuring Access to VSHSL Services Across King County While Reducing Disparities

King County is a large, populous, and diverse region. With approximately 2.3 million residents, King County has a larger population than 16 U.S. states within an area bigger than Delaware.^{153,154,155,156} The county is racially and ethnically diverse, and becoming more so.¹⁵⁷ Racial and ethnic disparities in health, income, and other determinants of equity persist across the county’s geography.^{158,159} Figure 14 on the following page shows the Communities of Opportunity (COO) composite index distribution of communities experiencing lower measures of health and well-being.¹⁶⁰ Disparities exist across King County, with the greatest concentration of disparity in southeast King County. The data indicate a clear pattern of disparity within King County’s geography. The averages depicted within Figure 14, however, do not show as clearly the reality that some households in every part of the county need the rich array of human services funded by the VSHSL.

The continued approval of the VSHSL for the fourth time reflects King County residents’ extraordinary willingness to fund essential human services for veterans, seniors, and resilient communities. However, the VSHSL will not fully meet all the region’s human service needs. As a result of the county’s size, diversity, and disparities, VSHSL strategies and programs described and authorized in this Implementation Plan must balance two sets of responsibilities:

- The plan and its strategies must provide for service access to eligible residents across King County’s full geography while accomplishing the imperative to focus resources to reduce

¹⁵³ The U.S. Census estimates King County’s population to be more than 2.26 million people in 2022. [\[LINK\]](#)

¹⁵⁴ The U.S. Census estimates the population of 16 states to be less than 2.2 million in 2022. [\[LINK\]](#)

¹⁵⁵ King County is 2,132 square miles, according to the King County website. [\[LINK\]](#)

¹⁵⁶ Delaware is 1,982 square miles, according to the Delaware state website. [\[LINK\]](#)

¹⁵⁷ “King County grew more racially diverse last year because of 2 trends,” Seattle Times (2023). [\[LINK\]](#)

¹⁵⁸ King County Communities Count Data Dashboard [\[LINK\]](#)

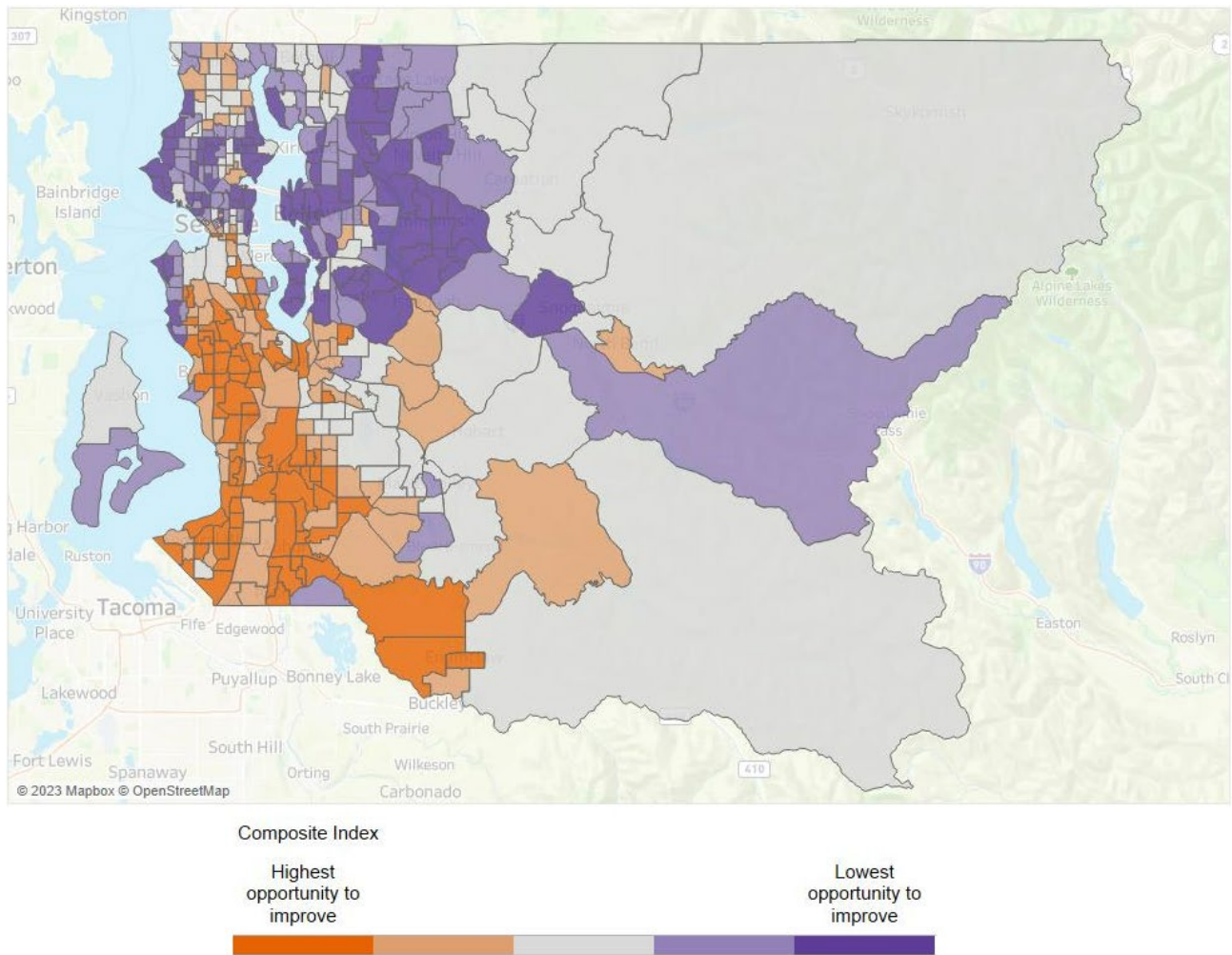
¹⁵⁹ “Social Determinants of Health,” U.S. Department of Health and Human Services (2023). [\[LINK\]](#)

¹⁶⁰ Communities of Opportunity is a composite index in which quintiles are ranked from a strengths-based perspective, such that those areas that have the lowest health and well-being indicators, and therefore the greatest opportunity to close the gaps that exist, are ranked higher in the composite score. Here, higher scores (with the greatest opportunity to close the gaps) are represented in orange, while lower scores are represented in purple). King County Communities of Opportunity (2022). [\[LINK\]](#)

existing disparities in communities' housing stability, health, financial stability, and social engagement. Such disparities are most strongly correlated with the effects of racism, but also with sexism, ableism, gender normativity, and homophobia.^{161,162} In 2010, through Ordinance 16948, King County committed to applying equity and social justice foundational practices to eliminate inequities and create opportunities for all people and communities.¹⁶³

- The plan and its strategies must also balance promoting service quality by providing stable and predictable human services funding to allow providers to attain and maintain the mastery and dependable relationships upon which effective human services depend, against promoting service quality through new approaches, new providers, innovation, and responsiveness.

Figure 14. King County COO Index of Health and Well-Being Measures in King County



¹⁶¹ “Disparities in Health and Health Care: 5 Key Questions and Answers,” Kaiser Family Foundation, (2023). [\[LINK\]](#)

¹⁶² 2019 King County Analysis of Impediments to Fair Housing Choice. [\[LINK\]](#)

¹⁶³ Ordinance 16948. [\[LINK\]](#)

Considering these sometimes competing responsibilities and consistent with policy guidance, King County will strive to deploy VSHSL resources described and authorized in this Implementation Plan in ways that focus and mass resources to meaningfully counter and reduce disparities, with a particular focus on reducing disparities that result from racism, while providing meaningful access for eligible County residents across King County’s full geography. In doing so, King County will also promote high quality services by balancing the overall importance of stably funding current VSHSL-funded human services providers with the value of new approaches, innovations, and increased equity and access that can come from bringing new providers into the VSHSL community partner network.

Consistent with these responsibilities, King County will distribute funds to promote geographic distribution in access to VSHSL programs and services. This commitment is especially important when services are place-based. The levy will invest in accessible points of service across the County’s nine County Council districts. The levy will also amplify investments to address historic disparities in investment and access in low-income communities and communities of color that have historically received less investment. This commitment aligns with the County’s explicit goal of reducing inequities and disparities when distributing VSHSL funds through the procurements outlined in this Implementation Plan. The aim is to enable residents throughout King County to avail themselves of services funded by the levy, with special emphasis on addressing both historical and current disparities.

In developing and administering the strategies for the levy, the department shall promote that all residents in need of such services are eligible regardless of where they live in King County. Except in rare cases, such as site-based housing programs, programs and grants should not prevent participation based on geographic residence. In addition, the department shall strive to promote levy investments across communities countywide over the course of the levy. To promote the required balance of equity-focused investments and full geographic access, the County will:

1. **Evaluate** both geographic distribution and historic and current disparities in access through competitive procurement processes.
2. **Connect** communities to funded partners serving their area.
3. **Monitor** the location of residents and services and partner with contracted agencies to ensure geographic distribution aligns with the contracted service area.
4. **Support** utilization of local expertise on review panels to enhance awareness of local needs.

In addition to the above principles, DCHS will tailor application in the following specific ways:

1. Include geographic distribution of services as an evaluation category for procurement applications;
 - DCHS will examine an agency’s proposed service area and location(s) of existing and past service provision.
 - Agencies proposing to provide services within more than three county council districts will be required to describe how they are serving each of the various districts.
 - Fund at least one brick-and-mortar location in each county council district for the strategies listed below. These strategies deliver significant care access benefits to communities through geographically spread in-person services, and the new levy also allocates added funding to bolster their implementation in 2024-2029:
 - [SE 1 – Support Senior Centers](#);

- [HL 2 - Mental Health Counseling](#);
 - [FS 2 – Employment Training, Placement, and Supports](#); and
 - [FS 3 – Benefit Application and Appeals Assistance](#).
2. Conduct biennial resource fairs and community feedback sessions in each county council district with the Resource Action Team;
- All contracted VSHSL partners identified as serving a particular district will be required to participate in the resource fair;
 - Resource fairs will be planned in partnership with the respective council office;
 - Feedback sessions will be scheduled with communities to promote providing services responsive to community needs;
 - DCHS will use feedback to inform funding decisions in the last three years of the levy; and
 - Monitor geographic distribution of services as part of regular contract monitoring, and promote alignment of service delivery and the council districts an agency is funded to serve. This includes distribution of mobile services.

[Section IV.F.5](#) of this plan describes how DCHS will measure and report on the distribution of levy program participants as well as funded programs’ expenditures, by ZIP Code, and by result area.

2. This Plan’s Continuation, Modification, and Addition of VSHSL Strategies

This Implementation Plan specifies 55 strategies. As a renewal, many strategies and programs continue from the previous VSHSL. This plan incorporates data and learnings from the previous VSHSL, including community input and recommendations from the VSHSL Assessment Report. In response to this information, it refines and modifies some strategy structure and programming to improve how levy services are provided to the community.

The previous VSHSL implementation plan contained 70 strategies and programs. This Implementation Plan continues:

- 47 strategies and programs from the previous levy including 21 programs that will consolidate with other similar programs to continue as eight refined strategies to maximize efficiency, promote responsiveness and accountability, and facilitate partnerships.¹⁶⁴ Appendix E of this plan shows these changes.
- 18 strategies are renamed to better describe the services they encompass.

The plan adds eight new strategies to address community needs for:

- affordable housing ([HS 2 – Veterans Facility Operations and Capital](#)),
- gun violence prevention ([HL 12 – Addressing Regional Gun Violence](#)),
- food security (HL 16 – Support Food Security in King County),

¹⁶⁴ For example, this plan consolidates two healthy living programs that promote mental health care for veterans from the previous VSHSL to broaden the types of counseling supports offered to veterans, military servicemembers, and their respective families.

- health care benefit access (HL 17 – Assessing Opportunities to Promote Health Insurance Coverage for Newly Eligible Populations),
- workforce stabilization ([FS 6 – Human Services Workforce Stabilization](#)),
- supporting persons with disabilities ([SE 3 – Community Supports for Persons with Disabilities](#)),
- community-building opportunities ([SE 9 – Short Term Engagement Projects](#)), and
- legal assistance for veterans ([SS 10 – Veterans Civil Legal Aid Clinic or Fellowship](#)).

Three of the eight new strategies were first piloted in the previous VSHSL using uncommitted funds. [Section IV.C](#) of this report provides details about the VSHSL’s individual strategies and programs including rationale for these decisions. Appendix E of this plan provides a crosswalk of the strategies from the 2019-2023 VSHSL Implementation Plan that will continue into 2024-2029 to their equivalent strategies in this Implementation Plan.

3. How the VSHSL Expands Access to Counseling or Other Behavioral Health Services

As described in the VSHSL Assessment Report, the scale of county behavioral health needs far exceeds the capacity within a renewed VSHSL.¹⁶⁵ As a result, the Executive and the Council have supported the expansion of dedicated local behavioral health funding, including the new voter-approved Crisis Care Centers Levy’s anticipated investments in facilities and workforce and the continued investment of the MIDD Behavioral Health Sales Tax Fund to address service gaps and complement core state and federal behavioral health funding.^{166,167}

This plan continues behavioral health investments in the VSHSL across several result areas. This includes multiple strategies that expand access to counseling or other behavioral health services for the levy’s priority populations, with focus on those insufficiently served through other community behavioral health services, consistent with Ordinance 19604. Though many VSHSL programs support participants to access behavioral health care when needed, through system navigation or care coordination, Figure 15 identifies the VSHSL strategies that most directly invest in behavioral health care access. This plan broadens eligibility for strategy [HL 2 - Mental Health Counseling](#) funded under the previous VSHSL for veterans, military servicemembers, and their respective families, and adds funding to support seniors.

¹⁶⁵ 2022 VSHSL Assessment Report. [\[LINK\]](#)

¹⁶⁶ Ordinance 19572. [\[LINK\]](#) See also the Crisis Care Centers Levy website. [\[LINK\]](#)

¹⁶⁷ KCC 4A.500.300 and 4A.500.309. [\[LINK\]](#) See also the MIDD Behavioral Health Sales Tax Fund website. [\[LINK\]](#)

Figure 15. VSHSL Strategies That Expand Access to Counseling or Other Behavioral Health Services

HS 9	Forensic Integrated Care and Supportive Housing
HL 1	Behavioral Health Integration
HL 2	Mental Health Counseling
HL 3	Emergency Services Patrol
HL 5	Geriatric Regional Assessment Team (GRAT)
HL 6	Senior Health Promotion
HL 7	Housing Health Outreach Team (HHOT)
SE 8	Support Local Solutions

B. 2024-2029 Annual Expenditure Plan Overview

This Implementation Plan includes an annual expenditure plan for the renewed 2024-2029 VSHSL. The expenditure plan provides projected revenue and details allocations of projected revenue among populations, result areas, strategies, and other expenditure categories, as well as provides overall annual balances for the VSHSL fund. The allocations in the expenditure plan are based on projections from King County’s Office of Economic and Financial Analysis (OEFA), using OEFA’s August 2023 forecast. This forecast is based on the VSHSL’s first-year rate in 2024 of \$0.10 per \$1,000 of assessed valuation with a 3.5 percent limit factor governing revenue growth in subsequent years.¹⁶⁸ Figure 16 lists OEFA’s August 2023 projections for VSHSL proceeds in 2024 through 2029.

Figure 16. Annual Projected Approximate Revenue in Millions (2024-2029)¹⁶⁹

2024	2025	2026	2027	2028	2029	Total Revenue
\$81.7 million	\$85.5 million	\$89.5 million	\$93.7 million	\$98.1 million	\$102.7 million	\$551.3 million

The enclosed expenditure plan allocates projected VSHSL revenue in accordance with section 4 of Ordinance 19604, as follows:¹⁷⁰

- 30 percent for veterans, military servicemembers, and their respective families (“Veterans”);
- 30 percent for seniors and their caregivers (“Seniors”);
- 30 percent for resilient communities, and
- 10 percent for Regional Impact Initiatives, with 10 percent of the amount for Regional Impact Initiatives to be used for technical assistance and capacity building.

¹⁶⁸ Office of Financial and Economic Analysis [\[LINK\]](#)

¹⁶⁹ Totals may not sum exactly due to rounding.

¹⁷⁰ Ordinance 19604 [\[LINK\]](#)

Figure 17 breaks down the total annual estimated projections by spending category for 2024-2029. Throughout this plan, estimated allocations will break down projected levy proceeds across these four categories.

Figure 17. Approximate Annual Allocations by Spending Category in Millions (2024-2029)^{171 172}

	2024	2025	2026	2027	2028	2029	Category Subtotal
Veterans	\$37.7	\$23.5	\$25.1	\$24.8	\$25.6	\$27.2	\$163.9 million
Seniors	\$24.8	\$25.3	\$26.5	\$28.1	\$29.0	\$30.2	\$163.9 million
Resilient Communities	\$25.1	\$26.0	\$26.6	\$28.2	\$28.7	\$29.4	\$163.9 million
Regional Impact Initiatives	\$8.0	\$8.4	\$8.8	\$9.4	\$9.7	\$10.2	\$54.7 million
Annual Total	\$95.6 million	\$83.3 million	\$87.0 million	\$90.5 million	\$93.0 million	\$97.1 million	Total Allocations
							\$546.5 million

This expenditure plan allocates veterans’ funding early in the levy term for building acquisition and any other necessary capital improvements for a veterans facility. More information on this strategy can be found in the housing stability strategy, [HS 2 - Veterans Facility Operations and Capital](#).

Appendix F further details the total annual estimated allocations by strategy and population.

1. Estimated Timeline for VSHSL Strategies

King County will strive for continuity of services during the transition between the former and renewed VSHSL. This means limiting gaps in service as DCHS plans, procures, awards, and initiates funded services and activities under the renewed levy. Work completed directly by King County staff such as the King County Veterans Program and Veterans Mental Health Court Screeners strategies will continue without disruption. DCHS aims to procure services for existing and new strategies in 2024 or as soon thereafter as practical. DCHS will promote continuous access to services and avoid unnecessary gaps in service access by making individualized decisions about extending VSHSL-funded contracts from the previous levy until new awards are made pursuant to this Implementation Plan.

As described in [Section IV.A.2](#), there are eight new strategies in this Implementation Plan. DCHS will balance new and existing strategies when planning its timeline to deploy funding opportunities. New strategies may need start-up planning or community engagement to inform strategy implementation, and therefore are likely to be procured later in 2024 or as soon thereafter as practical. For example, the housing stability strategy [HS 2 - Veterans Facility Operations and Capital](#) will begin with community

¹⁷¹ Approximate annual allocations (expenditures) modeled here will vary moderately from estimated revenue as these figures do not include the \$1.4 million estimated election costs. Furthermore, the VSHSL Fund financial plan uses a 99 percent assumed collection factor on estimated revenues and must maintain a 60-day rainy-day reserve requirement as outlined in Section IV.D.1 of this plan.

¹⁷² Totals may not sum exactly due to rounding.

meetings to inform the siting process. The plan allocates funding early in the levy term for building acquisition and any other necessary capital improvements.

DCHS will post anticipated VSHSL procurement timelines online including information about any community planning sessions that may be held to inform implementation approach. DCHS will announce funding opportunities as they become available through varied venues, including online through the King County website, the VSHSL newsletter, King County social media, and community groups, and through other traditional King County channels. When applicable, [Section IV.C](#) of this plan contains additional information about the strategy’s anticipated timeline for strategies that have additional considerations that impact their implementation timing.

C. VSHSL Strategies and Annual Expenditures by Result Area

This section of the Implementation Plan describes in detail the rationale and scope for the VSHSL strategies to achieve results related to the VSHSL’s five result areas. The purpose of this subsection is to provide information or context that is relevant to the allocation of funds to each strategy or other type of expenditure.

1. Housing Stability

King County is in the midst of a sustained housing crisis. The crisis is driven, in part, by the county’s population growing faster than new homes are being built, which has driven housing prices rapidly upward.¹⁷³ According to the King County Regional Affordable Housing Task Force (RAHTF):

“...the affordable housing challenge is not distributed evenly among residents based on income, race, age, or household size, nor is it evenly spread geographically. The disparities are most stark when looking at low-income King County residents who are paying more than half of their income on housing.”¹⁷⁴

In 2021, 76 percent of low-income households in King County spent more than 30 percent of their income on housing.¹⁷⁵ Community feedback during the levy renewal planning emphasized continued housing affordability concerns across populations. According to community members during VSHSL renewal planning, finding affordable housing is a challenge and is only getting harder. This feedback is backed by data. Between April 2020 and May 2023, the majority of calls to 2-1-1 requested housing-related assistance.¹⁷⁶

¹⁷³ Regional Affordable Housing Task Force Revised Final Report and Recommendations for King County, WA (2019), page 12. [\[LINK\]](#)

¹⁷⁴ Regional Affordable Housing Task Force Revised Final Report and Recommendations for King County, WA (2019), pg. 14. [\[LINK\]](#)

¹⁷⁵ King County Regional Affordable Housing Dashboard (2023). [\[LINK\]](#)

¹⁷⁶ King County Public Health dashboard for 2-1-1 calls by week and social services need [\[LINK\]](#)

Affordable housing costs and need are growing faster than resources. Housing construction and operation costs are rising faster than general inflation.¹⁷⁷ Meanwhile, county economic forecasts project other funding sources that contribute to supportive housing development and related services to generate less funding during the next six years compared to the 2018-2023 levy period.¹⁷⁸ The scale of VSHSL funding in this Implementation Plan is not sufficient to both sustain existing housing stability program areas and expand access to affordable housing at the scale needed by the region. In their final report and recommendations, the RAHTF reported a need to build or preserve 44,000 homes affordable to households at or below 50 percent of area median income between 2019 and 2024 in King County.¹⁷⁹ In 2020, the AHC reported that it would cost \$18 billion to construct or preserve these units, and an additional \$2 billion was needed to operate and service these units through 2024.¹⁸⁰

Since 2006, the two Veterans and Human Services Levies (VHSL) and subsequent VSHSL funds have combined with other local, state, and federal funding to create more than 3,250 units of affordable housing, including permanent supportive housing. While VSHSL funding alone cannot achieve the AHC goal alone, this plan prioritizes funding to sustain access to this existing housing and related services. The RAHTF's final report recognized the importance of preserving existing units and providing operations (or subsidies) funding, stating:

*"The region should adopt strategies to ensure an adequate housing supply countywide to meet the needs of low-income individuals and families who are cost-burdened. This includes constructing new housing, preserving the quality and affordability of existing housing, and providing subsidies when needed."*¹⁸¹

Quickly escalating local costs of housing and living threaten the ability of providers to establish and maintain stable, effective, and high-quality affordable housing and shelter. The strategy allocations in this Implementation Plan prioritize investments to keep people stably housed and maintain existing VSHSL-funded affordable and supportive housing and shelter. As revenue is available, funding is also used to increase the supply of affordable housing, especially for veterans and other individuals experiencing homelessness.

This plan continues the VSHSL's definition of housing stability as "a household's ability to gain and maintain safe, habitable housing in a community of one's choice for less than approximately 40 percent of household income."¹⁸² The U.S. Department of Housing and Urban Development (HUD) considers households paying more than 30 percent of their income for housing to be cost burdened and may

¹⁷⁷ DCHS housing cost modeling based on analysis of the average cost per unit in King County's Housing Capital Finance Program indicate housing construction and operations costs are growing between 6.5-15 percent annually.

¹⁷⁸ According to the August 2023 OEFA forecast, document recording fee revenues generated between 2024-2029 will be 8 percent less than revenues generated between 2018-2023. [\[LINK\]](#)

¹⁷⁹ Regional Affordable Housing Task Force Revised Final Report and Recommendations for King County, WA (2019), page 25. [\[LINK\]](#)

¹⁸⁰ Draft Shared Principles to Guide Future Affordable Housing Revenue Decisions Memo to the Affordable Housing Committee, September 25, 2020 [\[LINK\]](#)

¹⁸¹ Regional Affordable Housing Task Force Revised Final Report and Recommendations for King County, WA (2019), page 38. [\[LINK\]](#)

¹⁸² 2019-2023 VSHSL Implementation Plan [\[LINK\]](#)

struggle to afford other basic necessities such as food, transportation, health care, and child care.¹⁸³ According to HUD, a severely cost burdened households are ones who pay more than 50 percent of their income for housing.¹⁸⁴ The VSHSL definition uses 40 percent as its target for a maximum percentage of income to account for King County’s high housing costs relative to median income and to recognize that many of the levy priority populations currently pay a much higher proportion of their income.

King County, through the VSHSL, continues to place significant emphasis on housing stability. Ordinance 19604 requires at least 25 percent of levy proceeds, including a portion from each of the VSHSL’s priority populations and the Regional Impact Initiatives category, to support strategies and programs that promote housing stability, and for this plan to describe the planned portion of levy proceeds coming from each category.¹⁸⁵ This plan specifies how much from each category of spending supports the “at least 25 percent” housing stability requirement in each of this plan’s six years (2024 through 2029). More than 27 percent of levy proceeds are allocated to the housing stability result area, with 37 percent of total veterans’ dollars, nearly 26 percent of total seniors’ dollars, nearly 24 percent of total resilient community dollars, and 13 percent of total regional impact initiative dollars contributing to this total amount. Figure 18 illustrates the amount of levy proceeds planned each year for allocation to housing stability strategies.

¹⁸³ “Cost Burden and Severe Cost Burden by Income, CHAS 2016-2020,” U.S. Department of Housing and Urban Development. (2023). CHAS stands for “Comprehensive Housing Affordability Strategy” [\[LINK\]](#)

¹⁸⁴ “Cost Burden and Severe Cost Burden by Income, CHAS 2016-2020,” U.S. Department of Housing and Urban Development (2023). [\[LINK\]](#)

¹⁸⁵ Within Ordinance 19604, subsection 4.B.5 requires the percentage of levy proceeds and subsection 7.A.2 requires this plan to describe the planned portions. [\[LINK\]](#)

Figure 18. Planned Portion of Levy Proceeds Allocated for Housing Stability Strategies¹⁸⁶

HS	2024	2025	2026	2027	2028	2029	Category Subtotal
Veterans	\$23,907,000	\$7,766,000	\$8,031,000	\$6,554,000	\$6,896,000	\$7,681,000	\$60,836,000
Seniors	\$6,100,000	\$6,405,000	\$6,725,000	\$7,061,000	\$7,616,000	\$8,021,000	\$41,928,000
Resilient Communities	\$5,694,000	\$5,954,000	\$6,227,000	\$6,513,000	\$7,027,000	\$7,354,000	\$38,769,000
Regional Impact Initiatives	\$993,000	\$1,068,000	\$1,146,000	\$1,228,000	\$1,315,000	\$1,405,000	\$7,154,000
Annual Total	\$36,694,000	\$21,192,000	\$22,129,000	\$21,357,000	\$22,853,000	\$24,461,000	Housing Stability Total
							\$148,687,000

This Implementation Plan allocates levy proceeds to 10 strategies that promote housing stability for the VSHSL’s priority populations. The strategies in this section contribute to housing stability by:

- Operating and creating affordable housing for individuals, families, and other households.
- Empowering persons, with a focus on older adults, to remain in their homes and communities as they age.
- Supporting homeowners and renters to prevent foreclosure and eviction.
- Providing pathways out of homelessness for veterans and other resilient communities.

Figure 19 outlines the Housing Stability strategies for the 2024-2029 VSHSL.

Figure 19. VSHSL Strategies to Promote Housing Stability

HS 1	Affordable Housing and Shelter Operations and Capital
HS 2	Veteran Facility Operations and Capital
HS 3	Master Leasing
HS 4	Senior Home Repair and Age In Place Modifications
HS 5	Senior Villages
HS 6	Navigate Homeless Veterans to Housing
HS 7	Housing Counseling and Foreclosure Prevention
HS 8	Housing Legal Aid
HS 9	Forensic Integrated Care and Supportive Housing
HS 10	Passage Point

The following strategy summaries describe in greater detail the varying approaches. Each description summarizes the strategy’s concept, rationale, and estimated allocation of VSHSL proceeds.

¹⁸⁶ Totals may not sum exactly due to rounding.

HS 1 Affordable Housing and Shelter Operations and Capital

Concept: This strategy will fund the operations and services of affordable housing units and enhanced shelter beds created or supported by county funding, including this levy and prior VHSL or VSHSL levies. Funds may also support capital facilities by funding planning, construction, acquisition, or rehabilitation of affordable and supportive housing.

This strategy will prioritize funding for sufficient operations and services of affordable housing units created or supported by prior VHSL or VSHSL levies. This includes funding levels that account for inflation, competitive wages and benefits, and higher service levels to best serve the acute needs of residents. Eligible uses of operating funds include providing supportive services, providing alternative dispute resolution (ADR) services intended to resolve disputes that may lead to a tenant losing access to housing, maintaining facilities, hiring staff to operate affordable housing and enhanced shelters, and in some cases, subsidizing rents for tenants with low incomes.

DCHS will administer proceeds allocated to this strategy as part of the administration of the Housing and Community Development Fund, or its successor. Proceeds will be made available to entities through competitive funding rounds and other funding processes administered by King County. Strategy proceeds may be combined with or used to leverage other sources of funding.

Rationale: This plan recognizes the importance of the continued operations of affordable housing previously built or supported using levy funds and other county resources. It also recognizes the need to increase the stock of affordable housing that is available to VSHSL priority populations in communities countywide. Since 2006, VHSL and VSHSL funds have combined with other local, state, and federal funding to create more than 3,250 units of affordable housing, including permanent supportive housing. The VHSL and VSHSL revenues have also funded the operations and support services for 4,516 units of permanent supportive housing to help the households in affordable and supportive housing units maintain stable housing and improve their health and wellbeing. As the region creates more permanent affordable and supportive housing units, there is more demand for operational and services support.¹⁸⁷

Housing affordability remains a critical issue across King County. Community members continue to share that access to affordable housing is a challenge. The 2022 VSHSL Assessment Report recommends continuing strategies that prevent housing loss and increase the number of affordable homes.¹⁸⁸

¹⁸⁷ Homeless Housing and Services Fund (HHSF) Informational Update – 2019-2020. [\[LINK\]](#)

¹⁸⁸ 2022 VSHSL Assessment Report, page 90. [\[LINK\]](#)

Estimated Allocation of VSHSL Proceeds:¹⁸⁹

HS 1	2024	2025	2026	2027	2028	2029	Category Total
Veterans	\$2,740,000	\$2,887,000	\$3,042,000	\$3,204,000	\$3,374,000	\$3,553,000	\$18,800,000
Seniors	\$2,751,000	\$2,888,000	\$3,033,000	\$3,184,000	\$3,343,000	\$3,511,000	\$18,710,000
Resilient Communities	\$2,692,000	\$2,801,000	\$2,916,000	\$3,037,000	\$3,164,000	\$3,297,000	\$17,908,000
Regional Impact Initiatives	\$993,000	\$1,068,000	\$1,146,000	\$1,228,000	\$1,315,000	\$1,405,000	\$7,154,000
Annual Total	\$9,176,000	\$9,644,000	\$10,137,000	\$10,654,000	\$11,196,000	\$11,766,000	Strategy Total
							\$62,572,000

HS 2 Veteran Facility Operations and Capital

Concept: This strategy defines and authorizes activities necessary for constructing, acquiring, or rehabilitating and operating one or more buildings as a veterans facility that contains affordable housing.

Eligible uses of funds include ongoing ownership and maintenance activities, supportive services, staffing, and subsidies for rental units. Supportive services will operate as a hub model, allowing veterans to access multiple resources at one location.

Rationale: In July 2023, 728 veteran households accessed homeless services in King County.¹⁹⁰ A significant contributing factor to homelessness is a lack of affordable housing and increasing rent in the King County/Seattle area.¹⁹¹ The 2022 VSHSL Assessment Report recommends leveraging the flexibility of the VSHSL to create the most affordable housing units as quickly as possible through more completely funding sites for underserved levy populations.¹⁹² The scale proposed for strategy HS2 will allow the VSHSL to substantially fund a site or sites, and therefore house more veterans more quickly.¹⁹³ Paired with the housing connections facilitated through the Collaborative Case Management program for underserved veterans, this strategy plays an important role in addressing veteran homelessness in King County.¹⁹⁴

¹⁸⁹ Totals may not sum exactly due to rounding.

¹⁹⁰ The King County Veteran By-Name as of July 18, 2023.

¹⁹¹ “One Table: Addressing root causes of homelessness,” City of Seattle, King County, and City of Auburn (2017). [\[LINK\]](#)

¹⁹² 2022 VSHSL Assessment Report, page 91. [\[LINK\]](#)

¹⁹³ 2022 VSHSL Assessment Report, page 91. [\[LINK\]](#)

¹⁹⁴ The Collaborative Case Management Program is part of the King County Veterans Program, which is strategy FS 1 within this plan.

The plan allocates funding early in the levy term for building acquisition or other necessary capital costs.

Estimated Allocation of VSHSL Proceeds: ¹⁹⁵

HS 2	2024	2025	2026	2027	2028	2029	Category Total
Veterans	\$20,000,000	\$3,653,000	\$3,653,000	\$1,947,000	\$1,947,000	\$2,475,000	\$33,676,000
Seniors	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Resilient Communities	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Regional Impact Initiatives	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Total	\$20,000,000	\$3,653,000	\$3,653,000	\$1,947,000	\$1,947,000	\$2,475,000	Strategy Total
							\$33,676,000

HS 3 Master Leasing

Concept: This strategy will fund approaches to improve the ability of VSHSL priority populations to gain and maintain tenancy in rental housing, primarily through a Master Leasing model. Master Leasing is a housing model in which an organization leases units from a landlord, building owner or housing provider and makes those units available at affordable rates to households who may otherwise be unable to secure housing. Units may consist of an entire building, a portion of a building, a defined number of units from the owners’ overall portfolio of housing units, or a single unit. This may include access to risk mitigation funding to provide for repair of tenant-caused damage to units as an additional incentive for landlords.

Funds allocated under this strategy may also be used to prevent a person from becoming homeless or to assist a currently homeless person in gaining and maintaining housing through rental assistance.

Rationale: Housing access and affordability is a challenge in King County, particularly for renters with low or no income.¹⁹⁶ Strong connections between housing management and service providers are key to facilitating housing resource navigation and referrals. Master Leasing can increase access to tenancy for populations with particular barriers to housing access, such as young adults and households with poor or no rental history or a background that includes interaction with the criminal legal system. This program allows King County to pursue a diversified approach to increasing access to affordable housing.

¹⁹⁵ Totals may not sum exactly due to rounding.

¹⁹⁶ Regional Affordable Housing Task Force Revised Final Report and Recommendations for King County, WA (2019), pg. 14. [\[LINK\]](#)

Estimated Allocation of VSHSL Proceeds: ¹⁹⁷

HS 3	2024	2025	2026	2027	2028	2029	Category Total
Veterans	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Seniors	\$147,000	\$154,000	\$162,000	\$170,000	\$179,000	\$188,000	\$1,000,000
Resilient Communities	\$762,000	\$800,000	\$840,000	\$882,000	\$926,000	\$972,000	\$5,182,000
Regional Impact Initiatives	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Total	\$909,000	\$954,000	\$1,002,000	\$1,052,000	\$1,105,000	\$1,160,000	Strategy Total
							\$6,182,000

HS 4 Senior Home Repair and Age in Place Modifications

Concept: This strategy continues to supplement King County’s existing senior home repair and modification program implemented by DCHS. Funds will be awarded as either grants or loans, depending on household income and the type and level of the repair or modification. This strategy may also include contracting funds to other entities in coordination with senior home repair programs across the County.

Home repairs improve the habitability of dwellings or the housing stability of their occupants. Improvements include, but are not limited to, replacing a failing roof or heating system or making an emergency sewer repair.

Age in place modifications are changes made to improve accessibility or remove mobility barriers within a dwelling, thereby improving the occupants’ ability remain stably housed. Examples include, but are not limited to, adding grab bars at staircases or in showers, expanding doorways to accommodate wheelchairs, or installing entry ramps. This strategy may also include the distribution of supplies that mitigate the effects of extreme weather to individual seniors to support their ability to remain in their communities of choice.

Rationale: Aging in place is widely regarded as a powerful contributor to longevity and quality of life as people age.¹⁹⁸ Seniors may not have the income flexibility or the physical ability to attempt or afford major home repairs or other modifications that could keep a home suitable for continued habitation. The availability of funding to conduct basic repairs or modifications allow people to protect what is likely their largest financial asset, reduce the need to engage with potentially predatory financial institutions, and allow individuals the choice to remain in their own home or community.

¹⁹⁷ Totals may not sum exactly due to rounding.

¹⁹⁸ “Aging in Place: Are We Prepared?” Delaware Journal of Public Health (2022). [\[LINK\]](#)

Estimated Allocation of VSHSL Proceeds: ¹⁹⁹

HS 4	2024	2025	2026	2027	2028	2029	Category Total
Veterans	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Seniors	\$1,239,000	\$1,301,000	\$1,366,000	\$1,434,000	\$1,506,000	\$1,581,000	\$8,428,000
Resilient Communities	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Regional Impact Initiatives	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Total	\$1,239,000	\$1,301,000	\$1,366,000	\$1,434,000	\$1,506,000	\$1,581,000	Strategy Total
							\$8,428,000

HS 5 Senior Villages

Concept: This strategy continues and expands funding from the previous VSHSL Senior Virtual Villages strategy. Proceeds will fund the ongoing development and operations of one or more senior-specific entities that create senior villages or organizations like senior villages to support people to age well in their communities of choice and remain stably housed. Senior villages can also organize programs that look like senior centers without walls, which means the kinds of activities senior centers provide without the requirement of a physical location. Senior villages provide the tools and resources needed for older adults to navigate the system of public agencies and community-based organizations that administer senior services and supports. Villages help create connections of mutual support among older adults and other community members. Villages also offer culturally responsive services including food access, health and wellness supports, lifelong education, or social services, tailored to the needs of the community. Senior villages funded through this strategy will ensure that programs are accessible to diverse and low-income seniors with specific outreach and engagement efforts and performance measures that reflect these approaches.

From the proceeds allocated within this strategy, at least \$750,000 of 2024 proceeds, which amount shall increase by five percent annually in years 2025 through 2029, shall fund an entity to provide onsite and in-home services, assessments, and evaluations to support independent living, social connection, and aging in place for older adults with low or no vision.

Rationale: A comprehensive strategy to support seniors aging in place requires investments in both network-based and fixed-site service models. The previous VSHSL demonstrated the effectiveness of the senior village model, which utilizes a neighbor-to-neighbor, or mutual aid concept, to provide social connections, supports, and extensive intergenerational volunteer involvement opportunities that allow seniors to remain in their communities and homes, even if they live alone. The 2022 VSHSL Assessment Report recommended redefining the village concept as a housing stability strategy rather than

¹⁹⁹ Totals may not sum exactly due to rounding.

categorizing it as a social engagement strategy, to reflect the benefits of seniors aging in place and remaining in their community, instead of moving to formal care settings.²⁰⁰ This model enables older adults to receive care and support from their neighbors and fellow village members, helping them stay connected, independent, active, and living where they choose, thereby potentially delaying or preventing institutional care or displacement.

Estimated Allocation of VSHSL Proceeds:²⁰¹

HS 5	2024	2025	2026	2027	2028	2029	Category Total
Veterans	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Seniors	\$1,425,000	\$1,496,000	\$1,571,000	\$1,650,000	\$1,832,000	\$1,948,000	\$9,922,000
Resilient Communities	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Regional Impact Initiatives	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Total	\$1,425,000	\$1,496,000	\$1,571,000	\$1,650,000	\$1,832,000	\$1,948,000	Strategy Total
							\$9,922,000

HS 6 Navigate Homeless Veterans to Housing

Concept: This strategy will fund one or more entities to provide housing navigation and related stabilization services to veteran households experiencing homelessness or recent homelessness, including those assessed for housing but who are still waiting for a housing resource and necessary supports to be available. Funded organizations will provide supportive services to help veterans obtain and initially maintain their housing.

Rationale: In July 2023, 728 veteran households accessed homeless services in King County.²⁰² Housing homeless veterans in King County includes providing assistance prior to a veteran being housed. This program will fund services to maintain contact with and support of homeless and recently homeless veterans after they have been connected to services but before they have begun receiving housing intervention.

²⁰⁰ 2022 VSHSL Assessment Report, page 95. [\[LINK\]](#)

²⁰¹ Totals may not sum exactly due to rounding.

²⁰² The King County Veteran By-Name List as of July 18, 2023.

Estimated Allocation of VSHSL Proceeds: ²⁰³

HS 6	2024	2025	2026	2027	2028	2029	Category Total
Veterans	\$629,000	\$660,000	\$743,000	\$781,000	\$820,000	\$859,000	\$4,492,000
Seniors	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Resilient Communities	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Regional Impact Initiatives	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Total	\$629,000	\$660,000	\$743,000	\$781,000	\$820,000	\$859,000	Strategy Total
							\$4,492,000

HS 7 Housing Counseling and Foreclosure Prevention

Concept: This strategy will fund one or more entities to provide counseling, financial planning, and financial assistance to help low-income or fixed-income homeowners in King County avoid housing loss due to foreclosure, failure to pay property taxes, or sudden loss of income. In such circumstances, homeowners may require assistance to work with a lender proactively.

Rationale: A comprehensive approach to avoiding inappropriate housing loss includes interventions that can help low-income and fixed-income homeowners avoid foreclosures. ²⁰⁴

Estimated Allocation of VSHSL Proceeds: ²⁰⁵

HS 7	2024	2025	2026	2027	2028	2029	Category Total
Veterans	\$106,000	\$111,000	\$117,000	\$123,000	\$159,000	\$167,000	\$782,000
Seniors	\$106,000	\$111,000	\$117,000	\$123,000	\$159,000	\$167,000	\$782,000
Resilient Communities	\$106,000	\$111,000	\$117,000	\$123,000	\$129,000	\$135,000	\$721,000
Regional Impact Initiatives	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Total	\$318,000	\$334,000	\$351,000	\$368,000	\$446,000	\$469,000	Strategy Total
							\$2,285,000

²⁰³ Totals may not sum exactly due to rounding.

²⁰⁴ "Housing Counseling Works," U.S. Department of Housing and Urban Development Program Analysis (2017).

[\[LINK\]](#)

²⁰⁵ Totals may not sum exactly due to rounding.

HS 8 Housing Legal Aid

Concept: This strategy will fund one or more entities to provide not-for-profit or pro bono legal services to advise and represent individuals in legal matters which may result in loss of housing and related legal matters with a housing nexus. The priority for services funded through this program will provide legal advice or assistance related to evictions, avoiding evictions, and related legal matters with a housing nexus. This may also include the development of educational materials, as recommended by the Tenant Protections Access Plan.²⁰⁶ Examples of related legal matters include, but are not limited to, matters involving residential landlord-tenant law and issues involving prohibited discrimination. This strategy will aim to provide equitable access to funded services in convenient and accessible locations to residents living throughout King County.

Rationale: Eviction filings based on nonpayment of rent are increasing, as eviction moratoria expire. In March 2023, in King County there were 158 filings based on nonpayment of rent, up from 71 in March 2022.²⁰⁷ Furthermore, a person with an eviction on their record faces extraordinary difficulty securing affordable housing in the future. Mindful of an eviction's effects on a household's future ability to rent, many households choose to vacate a tenancy under threat of eviction without assistance in understanding whether the threat of eviction holds legal merit. The lack of affordable housing options can also force tenants to live in costly rental units or units in disrepair, and can make them fearful to enforce their rights.^{208,209} Increasing access to tenant protections helps tenants access safe, affordable, and healthy housing to achieve housing stability.

²⁰⁶ Motion 16195 accepted the Tenant Protections Access Plan. (2022). [\[LINK\]](#)

²⁰⁷ King County Bar Eviction Tracker [\[LINK\]](#)

²⁰⁸ US Department of Housing and Urban Development. (2015, April). *Worst Case Housing Needs 2015 Report to Congress*. [\[link\]](#)

²⁰⁹ Chisholm, Howden-Chapman & Fougere. (2018). Tenants' Responses to Substandard Housing: Hidden and Invisible Power and the Failure of Rental Housing Regulation. *Housing, Theory and Society*. 37:2, 139-161 [\[link\]](#)

Estimated Allocation of VSHSL Proceeds: ²¹⁰

HS 8	2024	2025	2026	2027	2028	2029	Category Total
Veterans	\$432,000	\$454,000	\$476,000	\$500,000	\$597,000	\$627,000	\$3,085,000
Seniors	\$432,000	\$454,000	\$476,000	\$500,000	\$597,000	\$627,000	\$3,085,000
Resilient Communities	\$485,000	\$509,000	\$535,000	\$561,000	\$701,000	\$736,000	\$3,527,000
Regional Impact Initiatives	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Total	\$1,349,000	\$1,416,000	\$1,487,000	\$1,562,000	\$1,894,000	\$1,989,000	Strategy Total
							\$9,697,000

HS 9 Forensic Integrated Care and Supportive Housing

Concept: This strategy supports integrated care management, behavioral health services, health care, and permanent supportive housing for persons released or diverted from the criminal legal system. Proceeds allocated in this program may fund programs like the Vital Intensive Care Management Team and permanent supportive housing program for individuals referred to as Familiar Faces who have cycled through King County jails or similar programs that reinforce criminal legal system diversion or reentry by providing behavioral health services and access to and supports in maintaining housing.²¹¹

Rationale: Whether a person is stably housed with access to low barrier behavioral health care and basic needs resources affects that person’s likelihood for success in recovery, satisfaction of legal requirements, and ability to interrupt a cycle of recidivism.²¹² By addressing housing as a social determinant of health, as well as providing accessible health care and behavioral health services, this strategy can improve outcomes for individuals who are deeply impacted by the criminal legal system and reduce costly interventions such as law enforcement, jail, courts, homeless services, and emergency care.^{213,214}

²¹⁰ Totals may not sum exactly due to rounding.

²¹¹ King County Familiar Faces Initiative is a King County program to create a health and human services response to individuals who have been booked into a King County jail four or more times in twelve-month period. [\[LINK\]](#)

²¹² “Housing First Reduces Re-offending among Formerly Homeless Adults with Mental Disorders: Results of a Randomized Controlled Trial.” PLoS One (2013). [\[LINK\]](#)

²¹³ According to the 2022 VSHSL Assessment Report, “84 percent of program participants reduced their number of jail bookings while enrolled in this program.” page 12. [\[LINK\]](#)

²¹⁴ “Social Determinants of Health,” U.S. Department of Health and Human Services (2023). [\[LINK\]](#)

Estimated Allocation of VSHSL Proceeds: ²¹⁵

HS 9	2024	2025	2026	2027	2028	2029	Category Total
Veterans	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Seniors	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Resilient Communities	\$1,033,000	\$1,084,000	\$1,139,000	\$1,196,000	\$1,255,000	\$1,318,000	\$7,025,000
Regional Impact Initiatives	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Total	\$1,033,000	\$1,084,000	\$1,139,000	\$1,196,000	\$1,255,000	\$1,318,000	Strategy Total
							\$7,025,000

HS 10 Passage Point

Concept: This strategy continues previous levy investments for the YWCA to operate the Passage Point facility, in order to provide supportive housing, education, employment training, career development, and internship that empowers parents released from incarceration to gain the skills and confidence needed to become self-sufficient, reduce their chances of recidivism, provide stable and positive environments for their children, and live with dignity in a supportive community. This program is specifically directed to operate YWCA Passage Point because the existing program is tied to a specific site, tailored for this program’s use at significant County expense and to ensure continuation of the program’s effect in the community. Therefore, funding is predicated on continued access to the specific site from which the program currently operates.

Rationale: Parents released from incarceration and other criminal justice system contact often require specialized support in navigating family reunification and securing housing during the transition.²¹⁶ Supporting families in reconnecting after incarceration is, in most cases, better for children and their parents, and this program supports both children and parents during a time of vulnerability to reduce the likelihood of future criminal legal system involvement.²¹⁷

²¹⁵ Totals may not sum exactly due to rounding.

²¹⁶ “Child Welfare Practice With Families Affected by Parental Incarceration,” United States Department of Health and Human Services (2020). [\[LINK\]](#)

²¹⁷ “Parent-Child Visiting Practices in Prisons and Jails: A Synthesis of Research and Practice,” Urban Institute (2017). [\[LINK\]](#)

Estimated Allocation of VSHSL Proceeds: ²¹⁸

HS 10	2024	2025	2026	2027	2028	2029	Category Total
Veterans	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Seniors	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Resilient Communities	\$617,000	\$648,000	\$680,000	\$714,000	\$852,000	\$895,000	\$4,407,000
Regional Impact Initiatives	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Total	\$617,000	\$648,000	\$680,000	\$714,000	\$852,000	\$895,000	Strategy Total
							\$4,407,000

2. Healthy Living

The health and well-being of King County residents varies by geography and race/ethnicity, based on mapping analyses of how various areas of the county rank on population measures, including health and economic opportunity indicators.^{219,220} For example, while chronic diseases affect a large portion of the King County population, chronic diseases and other health issues have a disparate impact on certain groups served by this levy including low-income households, communities of color, and older adults.²²¹ Veteran suicide-related deaths are increasing at a greater rate than that of the general United States population.²²² Older adults, individuals living homeless, persons with disabilities, immigrants and refugees, and survivors of gender-based violence often present significant or unique health issues due to their specific experiences or circumstances. For example, older immigrants use mental health services far less than their younger or native-born counterparts despite facing issues prior to migration that can contribute to depression, anxiety, and post-traumatic stress disorder.²²³ Furthermore, the chronic stress related to intimate partner violence, a form of gender-based violence, can lead to gastrointestinal conditions, hypertension, stroke, and heart disease.²²⁴ These differences were amplified during the

²¹⁸ Totals may not sum exactly due to rounding.

²¹⁹ “King County Community Health Needs Assessment 2021/2022,” King County Hospitals for a Healthier Community. [\[LINK\]](#)

²²⁰ King County Communities Count - Health Disparities Dashboard [\[LINK\]](#)

²²¹ “King County Community Health Needs Assessment 2021/2022,” King County Hospitals for a Healthier Community. [\[LINK\]](#)

²²² Between 2001 and 2019, the annual suicide rate among non-veteran U.S. adults rose 33 percent, while among veterans it rose 35.9 percent. 2021 National Veteran Suicide Prevention Annual Report, US Department of Veterans Affairs (2021), pg. 5. [\[LINK\]](#)

²²³ “Supporting the Mental Health of Older Immigrants in King County,” Area Agency on Aging for Seattle and King County (2022). [\[LINK\]](#)

²²⁴ “Adverse Health Conditions and Health Risk Behaviors Associated with Intimate Partner Violence,” (2008). [\[LINK\]](#)

pandemic as COVID-19 disproportionately impacted communities of color and south King County communities compared to others within King County and across the country.²²⁵

In June 2020, King County Executive Dow Constantine declared racism a public health crisis.²²⁶ Following this declaration, the VSHSL incorporates anti-racist values to invests in providers that specifically seek to connect marginalized communities to health and well-being services for which they historically not been able to successfully access funding.²²⁷ The VSHSL recognizes the importance of people’s physical and mental well-being to their capacity to meaningfully participate in and contribute to their community of choice. Figure 20 illustrates the amount of levy proceeds planned each year for allocation to healthy living strategies.

Figure 20. Planned Portion of Levy Proceeds Allocated for Healthy Living Strategies²²⁸

HL	2024	2025	2026	2027	2028	2029	Category Subtotal
Veterans	\$1,048,000	\$1,064,000	\$1,081,000	\$1,098,000	\$1,116,000	\$1,135,000	\$6,542,000
Seniors	\$4,903,000	\$4,657,000	\$4,801,000	\$4,952,000	\$5,112,000	\$5,279,000	\$29,703,000
Resilient Communities	\$4,454,000	\$4,609,000	\$4,771,000	\$4,942,000	\$4,553,000	\$4,113,000	\$27,443,000
Regional Impact Initiatives	\$1,914,000	\$914,000	\$914,000	\$914,000	\$914,000	\$914,000	\$5,482,000
Annual Total	\$11,319,000	\$12,244,000	\$11,566,000	\$11,906,000	\$11,694,000	\$11,441,000	Healthy Living Total
							\$69,170,000

This plan describes 17 strategies to promote healthy living to meet residents where and when they most need support, promoting better health outcomes for individuals and a more sustainable medical care system that anticipates and prevents emergencies. The strategies in this result area contribute to healthy living by:

- Providing depression intervention and counseling to prevent issues associated with neglected mental health.
- Supporting senior wellness programming to promote healthy and active aging.
- Deescalating individual and community health conditions with crisis prevention before they become chronic or reach crisis level.

²²⁵ “King County Community Health Needs Assessment 2021/2022,” King County Hospitals for a Healthier Community. [\[LINK\]](#)

²²⁶ “Racism is a Public Health Crisis: The Transformation Starts Here. It Starts With Us”, Public Health Insider (2020). [\[LINK\]](#)

²²⁷ 2022 VSHSL Assessment Report, page 86. [\[LINK\]](#)

²²⁸ Totals may not sum exactly due to rounding.

Figure 21 outlines the Health Living strategies for the 2024-2029 VSHSL.

Figure 21. VSHSL Strategies to Promote Healthy Living

HL 1	Behavioral Health Integration
HL 2	Mental Health Counseling
HL 3	Emergency Services Patrol
HL 4	Veterans Court Mental Health Screeners
HL 5	Geriatric Regional Assessment Team
HL 6	Senior Health Promotion
HL 7	Housing Health Outreach Team
HL 8	Mobile Meal Delivery for Seniors
HL 9	Connections to Care
HL 10	Countywide Gender-Based Violence and Trafficking Prevention
HL 11	Elder Abuse Multi-Disciplinary Team
HL 12	Addressing Regional Gun Violence
HL 13	Nurse-Family Partnership
HL 14	Home-Based Services
HL 15	Community-Based Parenting Supports
HL 16	Support Food Security in King County
HL 17	Assessing Opportunities to Promote Health Insurance Coverage for Newly Eligible Populations

The following strategy summaries describe in greater detail the varying approaches. Each description summarizes the strategy’s concept, rationale, and estimated allocation of VSHSL proceeds.

HL 1 Behavioral Health Integration

Concept: This strategy consolidates and continues two programs from the former VSHSL to integrate behavioral health into primary health care and reduce maternal depression.²²⁹ This strategy provides funding to Public Health—Seattle and King County (PHSKC) to continue to contract out to community-based organizations, public health centers, and Tribes to support behavioral health integration in primary care using evidence-based approaches to systematically screen patients for behavioral health care needs and to help them receive the appropriate level of integrated behavioral health care. This strategy may include screening and treatment for depression, anxiety, and trauma related conditions among low-income pregnant people, parents, or primary caregivers to infants accessing services through the safety net, including prenatal care, birthing support services, well-child care, primary care, and the Women, Infants and Children (WIC) program.

Rationale: Behavioral health conditions, including depression, anxiety, post-traumatic stress disorder (PTSD), and substance use disorders, can impact how an individual functions, including their

²²⁹ Public Health—Seattle and King County currently manages these two strategies under the same program.

independence, self-care, parenting, and caregiver responsibilities.²³⁰ These conditions are some of the most common behavioral health complications, especially during pregnancy, childbirth, and early parenting years, and can become chronic when not treated.²³¹ A parent’s or caregiver’s mental wellness has the potential of adversely impacting a child’s cognitive and emotional development.²³² The deployment of integrated behavioral health in primary care settings, including the use of mental health screening, facilitates early identification and treatment of behavioral health conditions and can prevent or reverse negative health effects.²³³

Estimated Allocation of VSHSL Proceeds: ²³⁴

HL 1	2024	2025	2026	2027	2028	2029	Category Subtotal
Veterans	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Seniors	\$105,000	\$110,000	\$116,000	\$122,000	\$128,000	\$134,000	\$714,000
Resilient Communities	\$1,108,000	\$1,163,000	\$1,221,000	\$1,282,000	\$1,346,000	\$1,414,000	\$7,535,000
Regional Impact Initiatives	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Total	\$1,213,000	\$1,273,000	\$1,337,000	\$1,404,000	\$1,474,000	\$1,548,000	Strategy Total
							\$8,249,000

HL 2 Mental Health Counseling

Concept: This strategy consolidates two veteran and military family counseling programs from the former VSHSL, and also adds senior funding. This strategy will fund one or more entities to provide counseling services to veterans, military servicemembers, and their respective family members, as well as seniors and their caregivers. This strategy will provide individuals with complementary sources from which to seek mental health care, in order to increase access and reduce potential wait times. These supports may provide different modalities of therapy or treatments depending on the needs of the participants.

²³⁰ “Depression Screening and Measurement-Based Care in Primary Care.” Journal of Primary Care and Community Health (2020). [\[LINK\]](#)

²³¹ “Untreated Mental Illness Understand the effects.” Psychology Today (2015). [\[LINK\]](#)

²³² “Mental Health of Children and Parents – a Strong Connection.” Centers for Disease Control and Prevention. [\[LINK\]](#)

²³³ “Depression Screening and Measurement-Based Care in Primary Care” Journal of Primary Care and Community Health (2020). [\[LINK\]](#)

²³⁴ Totals may not sum exactly due to rounding.

Rationale: The 2022 VSHSL Assessment Report recommended expanding investments in upstream measures to prevent behavioral health crises in the levy’s priority populations.²³⁵ While the federal Veterans Administration (VA) provides an important primary source for veterans’ mental health care, some veterans may be ineligible for VA care while others may find that seeking services at the VA is a significant cause of trauma or concern unto itself. Additionally, military or veteran spouses as well as family members acting as caregivers for veterans with disabilities may all experience military service-related stress or trauma, but they are in most cases ineligible for mental health services provided by the VA, which this program aims to address. Consolidating the former VSHSL strategies into this single strategy will enable veterans, military servicemembers, and their family members to receive mental health care for a broader range of purposes.

Overall, more adults report feeling anxious or depressed since the start of the COVID-19 pandemic.²³⁶ Twenty-five percent of King County respondents to a community recovery-oriented needs assessment survey reported that they had experienced poor mental health on at least 14 days in the previous month.²³⁷ Rates of depression and anxiety were higher among adults ages 65 and older in August 2020 relative to rates in 2018.²³⁸ According to the National Council on Aging, the combination of provider restrictions, a growing number of beneficiaries, and a limited availability of eligible providers results in a steady worsening of mental health access for older adults.²³⁹ This strategy adds senior funding to address service gaps or delays in service access for mental health care for older adults.

Estimated Allocation of VSHSL Proceeds: ²⁴⁰

HL 2	2024	2025	2026	2027	2028	2029	Category Subtotal
Veterans	\$733,000	\$733,000	\$733,000	\$733,000	\$733,000	\$733,000	\$4,399,000
Seniors	\$294,000	\$309,000	\$324,000	\$340,000	\$357,000	\$375,000	\$2,000,000
Resilient Communities	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Regional Impact Initiatives	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Total	\$1,027,000	\$1,042,000	\$1,057,000	\$1,074,000	\$1,091,000	\$1,109,000	Strategy Total
							\$6,399,000

²³⁵ 2022 VSHSL Assessment Report, page 93-94. [\[LINK\]](#)

²³⁶ “The Implications of COVID-19 for Mental Health and Substance Use,” Kaiser Family Foundation (2023) [\[LINK\]](#)

²³⁷ Washington State 2020 Community Recovery-Oriented Needs Assessment Survey: King County Results [\[LINK\]](#)

²³⁸ “One in Four Older Adults Report Anxiety or Depression Amid the COVID-19 Pandemic,” Kaiser Family Foundation (2020). [\[LINK\]](#)

²³⁹ “How to Improve Access to Mental Health Care for Medicare Recipients,” National Council on Aging (2022). [\[LINK\]](#)

²⁴⁰ Totals may not sum exactly due to rounding.

HL 3 Emergency Services Patrol

Concept: This strategy will continue investments from prior Levies for the 24/7 operations of the Emergency Services Patrol (ESP) managed by DCHS. ESP responds to 911 dispatch calls to assist first responders on calls involving substance use disorder needs as a priority and may also assist with calls involving any behavioral health need. Additionally, ESP patrols the downtown Seattle area to engage adults experiencing chronic homelessness who have significant behavioral health conditions and connects them with appropriate recovery services. Proceeds allocated within this strategy may be used for the ESP to respond to a wide array of behavioral health needs, which include substance use disorders, to assist persons to connect to treatment and safety as an alternative to criminal legal system contact. Services funded under this program may include improved responses for persons who need assistance for effects of use of opioids and similar substances.

Rationale: This program provides a pathway to recovery in King County. It also reduces instances of criminal legal system contact that might otherwise occur if jail were being used to stabilize persons instead of a more therapeutic sobering environment.²⁴¹

Estimated Allocation of VSHSL Proceeds: ²⁴²

HL 3	2024	2025	2026	2027	2028	2029	Category Subtotal
Veterans	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Seniors	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Resilient Communities	\$237,000	\$249,000	\$262,000	\$275,000	\$288,000	\$303,000	\$1,614,000
Regional Impact Initiatives	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Total	\$237,000	\$249,000	\$262,000	\$275,000	\$288,000	\$303,000	Strategy Total
							\$1,614,000

HL 4 Veterans Court Mental Health Screeners

Concept: This strategy will continue investments from prior levies. DCHS will implement the strategy and contract with one or more entities to perform the services. This program will fund mental health professionals to assess veterans for potential entry into Veterans Courts in King County and to provide criminal legal system-involved veterans with connections to behavioral health treatment and other identified service needs. A portion of the proceeds allocated to this program may also support the work of a Veterans Court Mentor Coordinator to provide criminal legal system- involved veterans with

²⁴¹ According to the 2022 VSHSL Annual Report, there were 7,429 transports to stabilization services such as enhanced shelters, recovery centers, and the Crisis Solutions Center. [\[LINK\]](#)

²⁴² Totals may not sum exactly due to rounding.

additional supports to succeed while enrolled in a Veterans Court, during the transition after participation in a Veterans Court, or while otherwise involved in the criminal or civil legal systems.

Rationale: National research on veteran therapeutic courts indicate that participants who have completed the program have better housing and employment outcomes compared to other veterans involved with the criminal legal system who either dropped out or did not use the program.²⁴³ In 2022, 75 percent of the participants in the King County Regional Veterans Court graduated from the program.²⁴⁴

Estimated Allocation of VSHSL Proceeds: ²⁴⁵

HL 4	2024	2025	2026	2027	2028	2029	Category Subtotal
Veterans	\$315,000	\$331,000	\$347,000	\$365,000	\$383,000	\$402,000	\$2,143,000
Seniors	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Resilient Communities	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Regional Impact Initiatives	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Total	\$315,000	\$331,000	\$347,000	\$365,000	\$383,000	\$402,000	Strategy Total
							\$2,143,000

HL 5 Geriatric Regional Assessment Team

Concept: This strategy will continue the Geriatric Regional Assessment Team (GRAT), combining levy funds with investments from King County’s MIDD Behavioral Health Sales Tax fund. GRAT integrates behavioral health response services funded by MIDD with pre-crisis supports and connections to broader senior and caregiver services funded by the VSHSL. DCHS will administer the strategy and Sound Generations, a community-based organization, will continue to provide GRAT services, with DCHS retaining the option to reprocur the strategy as needed. The program will include a home-visiting team of behavioral health and human services intervention experts who assess and connect seniors to crisis response services or other human services that can help seniors remain in their communities, and to prevent avoidable institutionalization or harm to themselves or others. GRAT will work with other VSHSL-funded services, including but not limited to, the Elder Abuse Multi-Disciplinary Team, to leverage a coordinated system of care.

²⁴³ “A National Study of Veterans Treatment Court Participants: Who Benefits and Who Recidivates,” Administration and Policy in Mental Health and Mental Health Services Research (2017) [\[LINK\]](#)

²⁴⁴ VSHSL Impact in 2022. [\[LINK\]](#)

²⁴⁵ Totals may not sum exactly due to rounding.

Rationale: The 2022 VSHSL Assessment Report recommended continuing this one-of-a-kind resource in King County, providing assessments in pre-crisis situations for seniors who live in the community but are not well connected to supports and services that can help them manage declining behavioral health.²⁴⁶ In identifying a specific organization to operate the GRAT program, King County recognizes that the unique nature of this service requires a depth of expertise related to aging as well as the ability to navigate referrals within the behavioral health network of care. During the last iteration of the VSHSL, the implementation of GRAT services was delayed due to an initial lack of response to the procurement despite extensive community engagement with behavioral health organizations. A program like GRAT that requires intersecting expertise and straddles the diverse systems of aging and behavioral health takes time and intention to develop a set of best practices and approaches. Maintaining one provider with strong connections across networks of care provides the stability this unique program requires.

Estimated Allocation of VSHSL Proceeds:²⁴⁷

HL 5	2024	2025	2026	2027	2028	2029	Category Subtotal
Veterans	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Seniors	\$420,000	\$441,000	\$463,000	\$486,000	\$511,000	\$536,000	\$2,857,000
Resilient Communities	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Regional Impact Initiatives	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Total	\$420,000	\$441,000	\$463,000	\$486,000	\$511,000	\$536,000	Strategy Total
							\$2,857,000

HL 6 Senior Health Promotion

Concept: This strategy consolidates and continues two similar senior health promotion strategies from the former VSHSL and will fund services that provide access to healthy aging programs in King County. This strategy will fund health promotion services to include, but not be limited to, evidence-based approaches to reduce the incidence or severity of falls for seniors including seniors who experience vision impairment or vision loss, the Program to Encourage Active Rewarding Lives (PEARLS) program to address depression interventions, and other evidence-informed or culturally responsive programs based in community-identified practices that may have not yet been nationally implemented.²⁴⁸ King County

²⁴⁶ 2022 VSHSL Assessment Report, page 93. [\[LINK\]](#)

²⁴⁷ Totals may not sum exactly due to rounding.

²⁴⁸ PEARLS is an evidenced-based treatment program for older adults with depression. The City of Seattle collaborates with the University of Washington Health Promotion Research Center to administer this program. [\[LINK\]](#)

will continue to work closely with partners in the aging network to leverage other local, state, or federal funds.²⁴⁹ A portion of these funds is intended for the City of Seattle to implement the PEARLS program.

Rationale: Seventy percent of older adults in King County have one or more chronic conditions - such as diabetes, arthritis, or hypertension.²⁵⁰ Significant disparities exist in the prevalence of these conditions based on race, ethnicity, and geography.²⁵¹ Likewise, falls are a frequent source of injury and hospitalization for older adults. Vision impairment or vision loss may contribute to the likelihood of falls. Depression can be a cause and a symptom of isolation and related health-harming conditions for seniors. The PEARLS intervention further provides important, senior-specific health intervention to seniors in King County. Participation in the PEARLS program allows seniors to receive in-home care that has proven benefits in reducing symptoms of depression. This strategy capitalizes on already-proven techniques and programs to support healthy aging for seniors in King County. In addition, it builds on the success of the 2018-2023 VSHSL health promotion programming, which served more than half the strategies’ participants in programming that is rooted in self-defined wellness and health promotion programming that works within a particular community. Examples of the programming from the previous VSHSL include fitness classes based on a culture's traditional dances, engaging elders in culturally unique activities led by trusted community members, and delivering culturally significant food to seniors as part of a program to promote healthy lifestyles.

Estimated Allocation of VSHSL Proceeds: ²⁵²

HL 6	2024	2025	2026	2027	2028	2029	Category Subtotal
Veterans	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Seniors	\$2,153,000	\$1,769,000	\$1,769,000	\$1,769,000	\$1,769,000	\$1,769,000	\$11,000,000
Resilient Communities	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Regional Impact Initiatives	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Total	\$2,153,000	\$1,769,000	\$1,769,000	\$1,769,000	\$1,769,000	\$1,769,000	Strategy Total
							\$11,000,000

²⁴⁹ The Older Americans Act of 1965 (OAA) established a national network of federal, state, and local agencies to plan and provide services that help older adults to live independently in their homes and communities. This interconnected structure of agencies is known as the Aging Network. This network also informally includes organizations that may not receive OAA funds but that provide services and supports focused on older adults. Eldercare Locator. [\[LINK\]](#)

²⁵⁰ Analysis of data from the Centers for Disease Control and Prevention’s Behavioral Risk Factor Surveillance System for Chronic Illness: 2016-2020. [\[LINK\]](#)

²⁵¹ “The Inequities in the Cost of Chronic Disease: Why It Matters for Older Adults,” National Counsel on Aging (2022). [\[LINK\]](#)

²⁵² Totals may not sum exactly due to rounding.

HL 7 Housing Health Outreach Team

Concept: This strategy will continue funding from prior Levies for the Housing Health Outreach Team (HHOT) administered by PHSKC. Through HHOT, teams of nurses and behavioral health and other health care professionals provide care to patients in affordable housing before minor issues or chronic conditions become emergencies. These teams also play a central role in care coordination, providing a critical link between housing providers and office-based primary care, mental health care, and substance use treatment providers.

Rationale: HHOT supports the ability of seniors and other resilient communities to remain healthy, avoid more costly emergency room visits, succeed in maintaining affordable housing, and connect to broader social and service networks. In 2022, 77 percent of HHOT program participants who were referred to behavioral or physical health services completed the referral and connected to those services.²⁵³ In-home services are also important means of reaching culturally, linguistically, or physically isolated or home-bound seniors who may not otherwise seek preventive care due to concerns about transportation or accessibility.²⁵⁴

Estimated Allocation of VSHSL Proceeds:²⁵⁵

HL 7	2024	2025	2026	2027	2028	2029	Category Subtotal
Veterans	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Seniors	\$955,000	\$1,003,000	\$1,053,000	\$1,106,000	\$1,161,000	\$1,219,000	\$6,496,000
Resilient Communities	\$383,000	\$402,000	\$423,000	\$444,000	\$466,000	\$489,000	\$2,607,000
Regional Impact Initiatives	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Total	\$1,338,000	\$1,405,000	\$1,475,000	\$1,549,000	\$1,627,000	\$1,708,000	Strategy Total
							\$9,103,000

HL 8 Mobile Meal Delivery for Seniors

Concept: This strategy will fund one or more entities to supplement new and existing programs that provide mobile meal and grocery delivery or other nutrition services for low-income seniors in King County. In addition to senior meal and grocery delivery services, eligible program uses may include support for food banks or farmer’s market programs that provide food support to seniors.

²⁵³ VSHSL Impact in 2022 [\[LINK\]](#)

²⁵⁴ “The Scope and Impact of Mobile Health Clinics in the United States: A Literature Review,” International Journal for Equity in Health (2017). [\[LINK\]](#)

²⁵⁵ Totals may not sum exactly due to rounding.

Rationale: Food insecurity is a rising challenge for low-income seniors, especially since the COVID-19 pandemic. National data indicate that one in 14 older adults were food insecure in 2021.²⁵⁶ Existing programs to address this challenge are unable to keep up with increased demand in the current climate, despite the former levy's support from this strategy which allowed programs to eliminate wait lists for home delivered meals to seniors. Without access to nutritious foods, seniors face higher instances of disparate health outcomes such as dementia and chronic illnesses.²⁵⁷ This program will contribute to existing mobile meal and grocery service capacity or to other senior nutrition services to ensure that more seniors in King County have access to healthy and culturally appropriate food and social connection made possible through meal and grocery delivery or other nutrition services.

Estimated Allocation of VSHSL Proceeds: ²⁵⁸

HL 8	2024	2025	2026	2027	2028	2029	Category Subtotal
Veterans	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Seniors	\$420,000	\$441,000	\$463,000	\$486,000	\$511,000	\$536,000	\$2,857,000
Resilient Communities	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Regional Impact Initiatives	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Total	\$420,000	\$441,000	\$463,000	\$486,000	\$511,000	\$536,000	Strategy Total
							\$2,857,000

HL 9 Connections to Care

Concept: This strategy will provide funding to one or more entities that can help seniors connect with potential caregivers to support their ability to receive routine, ongoing care in their communities of choice rather than seeking more disruptive or costly provision of basic care through emergency medical services or institutions. This strategy allows funding to support connections to paid or unpaid caregivers. Funding from this program will not be used to pay for the provision of care itself.

Rationale: Isolated or homebound seniors do not always have access to unpaid family caregivers. Even for those who do have support from regular family caregivers, access to occasional alternate sources of caregiving can provide essential respite to primary caregivers. There is a shortage of certified paid

²⁵⁶ "The State of Senior Hunger in America," Feeding America (2023). [\[LINK\]](#)

²⁵⁷ "Nutritional Considerations for Healthy Aging and Reduction in Age-Related Chronic Disease," American Society of Nutrition (2017). [\[LINK\]](#)

²⁵⁸ Totals may not sum exactly due to rounding.

caregivers in King County, especially in rural areas.²⁵⁹ This shortage makes this strategy’s funding more relevant to ensure that seniors find temporary, short-term, or alternate caregiving options.

Estimated Allocation of VSHSL Proceeds:²⁶⁰

HL 9	2024	2025	2026	2027	2028	2029	Category Subtotal
Veterans	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Seniors	\$176,000	\$185,000	\$195,000	\$204,000	\$214,000	\$225,000	\$1,200,000
Resilient Communities	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Regional Impact Initiatives	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Total	\$176,000	\$185,000	\$195,000	\$204,000	\$214,000	\$225,000	Strategy Total
							\$1,200,000

HL 10 Countywide Gender-Based Violence and Trafficking Prevention

Concept: This strategy will fund community-based entities to develop and implement programming and initiatives designed to prevent all forms of gender-based violence and human trafficking including, but not limited to, domestic violence, sexual assault, and commercial sexual exploitation. This strategy builds upon the learnings from the pilot program funded through the previous VSHSL to serve communities impacted by human trafficking, and domestic and sexual violence. Funding from this strategy will strengthen prevention programs that are designed to build community bridges through responsive care networks. This strategy seeks a unified effort to develop and implement prevention and community engagement strategies tailored to geographically and culturally diverse communities across King County. Funded services may include, but are not limited to, prevention awareness and education and survivor-centered advocacy for social change.

Rationale: Building upon findings and recommendations from the last levy’s pilot program, the 2022 VSHSL Assessment Report recommended to continue funding gender-based violence prevention to further address root causes of violence and change the conditions that lead to violence and abuse in the first place.^{261,262}

²⁵⁹ “Area Plan Update 2022-2023 for Seattle and King County, Washington,” Area Agency on Aging for Seattle and King County (2021), page 69. [\[LINK\]](#)

²⁶⁰ Totals may not sum exactly due to rounding.

²⁶¹ “Lifting Up Transformative Approaches to Domestic and Sexual Violence Prevention,” Mapping Prevention 2020 Core Team (2021) [\[LINK\]](#)

²⁶² 2022 VSHSL Assessment Report, page 93. [\[LINK\]](#)

While survivor services remain essential, they do not address the root causes of gender-based violence. Prevention efforts focus on building communities free from violence by addressing the underlying causes of sexual assault and harassment, domestic violence, commercial sexual exploitation, and other forms of gender-based violence.²⁶³ They are grounded in the understanding that gender-based violence will end when individuals, institutions, and communities act to make it unacceptable.²⁶⁴

Estimated Allocation of VSHSL Proceeds: ²⁶⁵

HL 10	2024	2025	2026	2027	2028	2029	Category Subtotal
Veterans	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Seniors	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Resilient Communities	\$1,367,000	\$1,435,000	\$1,507,000	\$1,582,000	\$1,661,000	\$1,744,000	\$9,297,000
Regional Impact Initiatives	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Total	\$1,367,000	\$1,435,000	\$1,507,000	\$1,582,000	\$1,661,000	\$1,744,000	Strategy Total
							\$9,297,000

HL 11 Elder Abuse Multi-Disciplinary Team

Concept: This strategy will fund the continued coordination of the King County Elder Abuse Multi-Disciplinary Team (MDT). The MDT is based on a national model for responding to elder abuse.²⁶⁶ It brings together a multi-disciplinary team of professionals from across agencies and disciplines to improve King County’s response to cases of elder and vulnerable adult abuse, neglect, and financial exploitation by coordinating investigations, providing consultations, making referrals, and offering needed resources to provide meaningful and improved outcomes for victims such as cases moving from review into prosecution; elders moving out of unsafe situations where family members were causing harm; and vulnerable seniors who had refused essential personal care finally accepting help and taking steps to improve their environment. DCHS will continue to work in close coordination with the King County Prosecuting Attorney’s Office (PAO) to administer the MDT. This program also includes support for the PAO participation in the MDT.

²⁶³ “Health and Public Health Recommendations for the Gender-based Violence National Action Plan,” Futures Without Violence (2021). [\[LINK\]](#)

²⁶⁴ “Fast Facts: Preventing Sexual Violence,” Centers for Disease Control and Prevention (2022). [\[LINK\]](#)

²⁶⁵ Totals may not sum exactly due to rounding.

²⁶⁶ “Developing an Elder Abuse Case Review Multidisciplinary Team in Your Community,” United States Department of Justice - Office of Justice Programs (2017). [\[LINK\]](#)

Rationale: Reports of vulnerable and older adult abuse remain high and dramatically increasing in Washington state, nearly tripling in the past decade.²⁶⁷ This abuse includes financial exploitation, neglect, and physical and sexual abuse of seniors. The COVID-19 epidemic has exacerbated the problem, resulting in an increase in isolation of at-risk elders and vulnerable adults.²⁶⁸ This has resulted in an increased need for resources and collaboration between agencies, in order to properly respond to them. The MDT works closely with these agencies to identify cases that have fallen through the cracks; intervene in situations of ongoing abuse, neglect, or exploitation; and respond to victims’ needs in a manner that is person-centered and considerate of their wishes and values.

Estimated Allocation of VSHSL Proceeds:²⁶⁹

HL 11	2024	2025	2026	2027	2028	2029	Category Subtotal
Veterans	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Seniors	\$379,000	\$398,000	\$418,000	\$439,000	\$461,000	\$484,000	\$2,579,000
Resilient Communities	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Regional Impact Initiatives	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Total	\$379,000	\$398,000	\$418,000	\$439,000	\$461,000	\$484,000	Strategy Total
							\$2,579,000

HL 12 Addressing Regional Gun Violence

Concept: This strategy will provide funding to PHSKC in support of King County’s Regional Approach to Gun Violence, or the program’s successor.^{270,271} PHSKC may use funds from this strategy to support King County government agencies, offices, or contractors working on strategies to address gun violence among the VSHSL's priority populations, focused on rigorous intervention, targeted prevention, and follow-up support for community restoration.

Rationale: Firearms cause more deaths in Washington state than motor vehicles.²⁷² Gun violence is not inevitable, but it is preventable. There are ways to intervene and there is support for healing. According to the Bureau of Justice Assistance, “most community violence involves a relatively small number of people as victims or perpetrators, but its effects impact entire communities, eroding public health,

²⁶⁷ Washington State Department of Social and Health Services press release, June 2022. [\[LINK\]](#)

²⁶⁸ “High Prevalence of Elder Abuse During the COVID-19 Pandemic: Risk and Resilience Factors,” American Association for Geriatric Psychiatry (2021). [\[LINK\]](#)

²⁶⁹ Totals may not sum exactly due to rounding.

²⁷⁰ King County’s Public Health Approach to Gun Violence website [\[LINK\]](#)

²⁷¹ King County Regional Gun Violence Community-Based Resource Guide website [\[LINK\]](#)

²⁷² “Firearm injuries and deaths in Washington state,” King County Council Briefing 2022-B0087. [\[LINK\]](#)

causing economic disruption, and contributing to lasting individual and community traumas.”²⁷³ The Executive directed PHSKC to take a public health approach to gun violence and develop innovative, data-driven local strategies for preventing gun violence in King County.²⁷⁴ Since then, the King County Executive directed PHSKC to develop and implement a regional strategic plan to reduce firearm-related homicide and violence.²⁷⁵ The 2022 VSHSL Assessment Report recommends investing in community-based violence prevention programs that provide primary prevention or deterrence of abuse, including community-based gun violence prevention and intervention.²⁷⁶

Estimated Allocation of VSHSL Proceeds:²⁷⁷

HL 12	2024	2025	2026	2027	2028	2029	Category Subtotal
Veterans	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Seniors	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Resilient Communities	\$163,000	\$163,000	\$163,000	\$163,000	\$163,000	\$163,000	\$978,000
Regional Impact Initiatives	\$914,000	\$914,000	\$914,000	\$914,000	\$914,000	\$914,000	\$5,482,000
Annual Total	\$1,077,000	\$1,077,000	\$1,077,000	\$1,077,000	\$1,077,000	\$1,077,000	Strategy Total
							\$6,460,000

HL 13 Nurse-Family Partnership

Concept: This strategy will continue support for the Nurse-Family Partnership program, a nurse home visiting program that is a proven early intervention with people pregnant with their first child.²⁷⁸ The program supports families from pregnancy through a child’s second birthday. PHSKC will continue to implement the program with investments from the Best Starts for Kids (BSK) levy.

²⁷³ “Community Based Violence Intervention and Prevention Initiative Overview”, Bureau of Justice Assistance. [\[LINK\]](#)

²⁷⁴ “Directing the development and implementation of data-driven, public health strategies to reduce gun violence in King County,” King County Executive Order PHL-15-1. [\[LINK\]](#)

²⁷⁵ “Regional Community Safety and Well-being Plan,” Public Health – Seattle and King County (2021). [\[LINK\]](#)

²⁷⁶ 2022 VSHSL Assessment Report, page 93. [\[LINK\]](#)

²⁷⁷ Totals may not sum exactly due to rounding.

²⁷⁸ “Prenatal and Infancy Nurse Home Visiting Effects on Mothers: 18-Year Follow-up of a Randomized Trial,” American Academy of Pediatrics (2019). [\[LINK\]](#)

Rationale: Favorable results of this evidence-based program include fewer emergency room visits, reduced rates of child abuse and neglect, increased employment, reduced long-term dependence on public benefits and increased school readiness for children.²⁷⁹

The estimated allocation of VSHSL proceeds for this strategy reflects the expiration of the current version of the BSK levy. It defers the policy decision of whether to continue County support for this program to the renewal planning process of a potential future BSK levy, should that levy be renewed.

Estimated Allocation of VSHSL Proceeds:²⁸⁰

HL 13	2024	2025	2026	2027	2028	2029	Category Subtotal
Veterans	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Seniors	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Resilient Communities	\$616,000	\$616,000	\$616,000	\$616,000	\$323,000	\$0	\$2,787,000
Regional Impact Initiatives	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Total	\$616,000	\$616,000	\$616,000	\$616,000	\$323,000	\$0	Strategy Total
							\$2,787,000

HL 14 Home-Based Services

Concept: Previously called “Healthy Start” by the VSHSL, this strategy will continue funding from prior levies for the evidence-based Parents as Teachers program model. The Home-Based Services program measures key indicators of healthy parenting and child development. We will continue to implement the program with investments from the Best Starts for Kids (BSK) levy.

Rationale: Evaluation demonstrates positive outcomes for both parents and children under this program including increased child social and emotional competence.²⁸¹

The estimated allocation of VSHSL proceeds for this strategy reflects the expiration of the current version of the BSK levy. It defers the policy decision of whether to continue County support for this program to the renewal planning process of a potential future BSK levy, should that levy be renewed.

²⁷⁹ Reported outcomes from Public Health – Seattle and King County [\[LINK\]](#)

²⁸⁰ Totals may not sum exactly due to rounding.

²⁸¹ This program is administered and evaluated under the Best Starts for Kids Initiative. Best Starts for Kids Annual Reports contain program evaluation for this program. [\[LINK\]](#)

Estimated Allocation of VSHSL Proceeds: ²⁸²

HL 14	2024	2025	2026	2027	2028	2029	Category Subtotal
Veterans	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Seniors	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Resilient Communities	\$324,000	\$324,000	\$324,000	\$324,000	\$170,000	\$0	\$1,466,000
Regional Impact Initiatives	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Total	\$324,000	\$324,000	\$324,000	\$324,000	\$170,000	\$0	Strategy Total
							\$1,466,000

HL 15 Community-Based Parenting Supports

Concept: Previously called “Parent Education and Support” by the VSHSL, this strategy will continue levy investments in community-centered, peer-based services to pregnant individuals, parents, and caregivers of children aged birth to five. The strategy provides training and support for parents and caregivers through programs that include, but are not limited to, the Promoting First Relationships evidence-based model and the Family, Friends and Neighbors Kaleidoscope Play and Learn groups. PHSKC will continue to implement the program with investments from the Best Starts for Kids (BSK) levy.

Rationale: Promoting First Relationships (PFR) interventions and Kaleidoscope Play and Learn groups promote secure and healthy relationships between caregivers and young children. PFR is a prevention program that guides caregivers in how to build nurturing and responsive relationships with children. Service providers working with high-risk families are trained in the use of practical strategies for promoting secure and healthy relationships between caregivers and young children. Kaleidoscope Play and Learn groups provide age-appropriate activities that help caregivers enhance their ability to care for children and help them prepare to succeed in school. Evaluations of this model showed that caregivers reported increased knowledge about their role in helping children prepare for school, what to expect of children at different ages, and how children learn through playing.²⁸³

The estimated allocation of VSHSL proceeds for this strategy reflects the expiration of the current version of the BSK levy. It defers the policy decision of whether to continue County support for this program to the renewal planning process of a potential future BSK levy, should that levy be renewed.

²⁸² Totals may not sum exactly due to rounding.

²⁸³ This program is administered and evaluated under the Best Starts for Kids Initiative. Best Starts for Kids Annual Reports contain program evaluation for this program. [\[LINK\]](#)

Estimated Allocation of VSHSL Proceeds: ²⁸⁴

HL 15	2024	2025	2026	2027	2028	2029	Category Subtotal
Veterans	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Seniors	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Resilient Communities	\$256,000	\$256,000	\$256,000	\$256,000	\$134,000	\$0	\$1,158,000
Regional Impact Initiatives	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Total	\$256,000	\$256,000	\$256,000	\$256,000	\$134,000	\$0	Strategy Total
							\$1,158,000

HL 16 Support Food Security in King County

Concept: This strategy would fund one or more entities to support new and existing programs that promote food security, including provider and program operating and capital costs, in King County. Should any uncommitted VSHSL proceeds become available, DCHS will consider recommending funding for this strategy in accordance with this plan’s provisions governing reallocation of uncommitted funds.

Rationale:²⁸⁵ Food insecurity occurs when people do not have regular access to healthy supplies to meet their dietary needs. Food insecure adults, seniors, and children are more likely to experience poor physical, oral, and mental health than food secure people. Nationally, elevated rates of food security and limited access to neighborhood supermarkets have been reported for African American, Latino, Vietnamese, Native Hawaiian, and Pacific Islander, as well as Navajo and other indigenous communities. During the first ten months of 2022, the number of King County households accessing food pantries and receiving Basic Food assistance, Washington’s Supplemental Nutrition Assistance Program (SNAP), increased, suggesting an increase in the number of people experiencing food insecurity. This increase impacts the County at the same time inflation increased, supply constraints reduced availability and increased the cost of food, and the County’s expanded food assistance funding is coming to an end.

²⁸⁴ Totals may not sum exactly due to rounding.

²⁸⁵ Public Health - Seattle & King County. *Food Insecurity in King County*. February 2023.

Estimated Allocation of VSHSL Proceeds:

HL 16	2024	2025	2026	2027	2028	2029	Category Subtotal
Veterans	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Seniors	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Resilient Communities	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Regional Impact Initiatives	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Total	\$0	\$0	\$0	\$0	\$0	\$0	Strategy Total
							\$0

HL 17 Assessing Opportunities to Promote Health Insurance Coverage for Newly Eligible Populations

Concept: This strategy would seek to assess opportunities to promote health insurance coverage for residents who are newly eligible to purchase and obtain health insurance coverage through Washington Healthplanfinder or Apple Health due to eligibility changes to be enacted in 2024. Eligible activities may include assessment and implementation of activities to promote health insurance coverage, such as determining interest among potential enrollees, identifying possible strategies for and conducting outreach and community engagement, and determining need for financial assistance for related expenses, such as monthly premiums and cost-sharing for care received. Should any uncommitted VSHSL proceeds become available, DCHS will consider recommending funding for this strategy in accordance with this plan’s provisions governing reallocation of uncommitted funds.

Rationale: Health coverage provides individuals with financial resources to offset the cost of accessing health care. The 2019 American Community Survey estimates that 111,544 King County residents are uninsured, including 35,801 residents who are ineligible for public health coverage or to purchase health insurance coverage through the Health Benefits Exchange due to federal immigration status.

Beginning in 2024, Washington state will allow all residents, regardless of federal immigration status, to access health coverage through two new paths. The first option allows all residents to purchase health coverage to begin in January 2024 through Washington Healthplanfinder, our state’s Health Benefits Exchange. Washington state is the first in the nation to allow all residents the opportunity to purchase health insurance coverage in this manner. The second option through Apple Health, Washington’s free or low-cost health insurance coverage program, opens enrollment to income-eligible adults beginning in July 2024. People obtaining health coverage through either of these programs may have additional costs in the form of monthly premiums and cost for care received.

Estimated Allocation of VSHSL Proceeds:

HL 17	2024	2025	2026	2027	2028	2029	Category Subtotal
Veterans	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Seniors	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Resilient Communities	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Regional Impact Initiatives	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Total	\$0	\$0	\$0	\$0	\$0	\$0	Strategy Total
							\$0

3. Financial Stability

Financial stability is an important foundation on which a person builds their life including the ability to gain or maintain stable housing and the capacity to weather an unexpected crisis.²⁸⁶ The King County Equity and Social Justice (ESJ) Strategic Plan and Determinants of Equity hold that income is one of the most powerful equity indicators, having the ability to affect other areas such as educational, economic, and health outcomes.²⁸⁷ Financial instability can be passed down from generation to generation, and intergenerational transfers of wealth are one of the key reasons why racial wealth inequities have become entrenched in society.^{288, 289}

In addition, the health and human services work to undo these long-standing disparities is persistently underfunded.²⁹⁰ As detailed in [Section III.C.5](#), those who commit to undoing these inequities are often underpaid as well: according to a 2023 study conducted by the University of Washington, human services workers are paid less than workers in other care industries such as education and health care, and at least 30 percent less than workers in non-care industries.²⁹¹ For human services workers in the nonprofit sector, median annual pay is 37 percent lower than in non-care industries per the same study.

²⁸⁶ “Financial health as a measurable social determinant of health,” Public Library of Science (2020). [\[LINK\]](#)

²⁸⁷ King County Equity and Social Justice Strategic Plan 2016-2022, Office of Equity and Social Justice (2016). [\[LINK\]](#)

²⁸⁸ “Children and the Intergenerational Transmission of Poverty: Research Frontiers and Policy Implications,” Center for Poverty and Inequality Research, University of California, Davis (2016). [\[LINK\]](#)

²⁸⁹ “Examining the Black-white wealth gap,” Brookings Institute (2020). [\[LINK\]](#)

²⁹⁰ “Wage Equity for Non-profit Human Services Workers: A study of work and pay in Seattle and King County.” University of Washington (2023). [\[LINK\]](#)

²⁹¹ “Wage Equity for Non-profit Human Services Workers: A study of work and pay in Seattle and King County.” University of Washington (2023). [\[LINK\]](#)

Similarly, a VSHSL-funded nonprofit wage survey found that a community behavioral health case worker made approximately 18.5 percent less in wages than a comparable medical facility case worker.²⁹² As a result, this plan responds to these conditions by including investments to hire, sustain, and retain human services workers and stabilize the nonprofit workforce to limit vacancies and staff turnover, which in turn supports continuity and quality of service delivery.

This Implementation Plan defines financial stability as one’s ability to cover necessary expenses while they secure their long-term ability to accomplish personal goals. Figure 22 illustrates the amount of levy proceeds planned each year for allocation to financial stability strategies.

Figure 22. Planned Portion of Levy Proceeds Allocated for Financial Stability Strategies²⁹³

FS	2024	2025	2026	2027	2028	2029	Category Subtotal
Veterans	\$5,885,000	\$7,345,000	\$8,093,000	\$8,488,000	\$8,902,000	\$9,339,000	\$48,053,000
Seniors	\$1,838,000	\$1,930,000	\$2,026,000	\$2,128,000	\$2,234,000	\$2,346,000	\$12,502,000
Resilient Communities	\$5,284,000	\$5,548,000	\$5,126,000	\$5,382,000	\$5,651,000	\$5,931,000	\$32,923,000
Regional Impact Initiatives	\$3,606,000	\$3,844,000	\$4,095,000	\$4,358,000	\$4,634,000	\$4,924,000	\$25,460,000
Annual Total	\$16,613,000	\$18,668,000	\$19,340,000	\$20,355,000	\$21,422,000	\$22,540,000	Financial Stability Total
							\$118,938,000

The following section describes six strategies to promote financial stability for the people the levy programs serve as well as those who are providing the services. Strategies in this section contribute to financial stability by:

- Innovating, expanding, and enhancing veteran supports including the King County Veterans Program.
- Creating pathways to financial independence through job trainings.
- Helping King County residents leverage benefits and temporary supports to gain a financial foothold.
- Addressing the long-standing underinvestment in the human services workforce to help stabilize the nonprofit human services sector.

Figure 23 outlines the Financial Stability strategies for the 2024-2029 VSHSL.

²⁹² “2021 King County Nonprofit Wage and Benefits Survey Report,” 501 Commons (2022). [\[LINK\]](#)

²⁹³ Totals may not sum exactly due to rounding.

Figure 23. VSHSL Strategies to Promote Financial Stability

FS 1	King County Veterans Program
FS 2	Employment Training, Placement, and Supports
FS 3	Leverage Government Benefits
FS 4	King County Veterans Fellowship
FS 5	Broad Support for Student Veterans
FS 6	Human Services Workforce Stabilization

The following strategy summaries describe in greater detail the varying approaches. Each description summarizes the strategy’s concept, rationale, and estimated allocation of VSHSL proceeds.

FS 1 King County Veterans Program

Concept: This strategy will continue funding for the King County Veterans Program (KCVP). Continuing from the previous VSHSL, all the programs within KCVP are to benefit veterans, military servicemembers, and their respective families, with a focus on low-income veteran and military community members. KCVP will continue to serve as a central hub through which other VSHSL-funded veterans services and shelter may be accessed. Using KCVP as centralized hubs will facilitate efficient access to services for veterans and their families in one location, including social engagement programs to reduce social isolation; volunteer service opportunities; access to VSHSL-funded civil legal supports to help veterans address evictions, debt collections, and discharge status upgrades; and financial literacy programs. This plan’s investments continue the KCVP’s ability to provide emergency financial assistance, housing system coordination, case management and social work supports including the provision of Collaborative Case Management or its successor, and education and employment resources and placements for enrolled veterans. Proceeds allocated under this strategy may also be used to support food security for veterans, including medically appropriate meals delivery.

Rationale: KCVP has existed since the 1950s, providing indigent veterans and their surviving spouses with emergency financial assistance. In 2006, the first VSHSL provided additional investment in KCVP to transform the program into a more comprehensive set of services. Levy investments allowed for a second location, expanding the program from its Seattle-based office to an additional office, now located in Tukwila. KCVP’s two direct service offices serve more than 2,000 veterans annually. This expansion demonstrated the need for an even more robust response to veterans’ services. VSHSL investments allow KCVP to serve as a central hub, able to drive greater sophistication and outcome-based models through system integration.

Estimated Allocation of VSHSL Proceeds: ²⁹⁴

FS 1	2024	2025	2026	2027	2028	2029	Category Subtotal
Veterans	\$5,145,000	\$5,402,000	\$5,672,000	\$5,956,000	\$6,254,000	\$6,566,000	\$34,996,000
Seniors	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Resilient Communities	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Regional Impact Initiatives	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Total	\$5,145,000	\$5,402,000	\$5,672,000	\$5,956,000	\$6,254,000	\$6,566,000	Strategy Total
							\$34,996,000

FS 2 Employment Training, Placement, and Supports

Concept: This strategy will fund programs services that prepare persons for employment, connect them with employment opportunities, and support them in succeeding as an employee. If other funding sources are not available, this program may also directly fund or consolidate VSHSL funds with similarly purposed funds from other sources to support entities, including King County government agencies, offices, or contractors, to provide employment-supportive services. Services provided through the strategy should recognize and be responsive to the unique needs of limited-English-proficient King County residents who are immigrants or refugees. This program also allows for funding to be used by King County to partner with the State and the City of Seattle to develop localized pilots that address the lack of trained and certified caregivers available to meet the needs of older adults and people with disabilities who rely on paid caregivers to meet their activities of daily living. Strategy proceeds may be contracted directly to one or more entities or may be administered through DCHS, or its successor.

Rationale: Employment can provide a person with income, benefits, social connections, a sense of belonging, and a path toward sustained self-reliance. Finding and maintaining employment is critical, particularly for those homeless or unstably housed, those with limited English proficiency, and other resilient communities. As King County is experiencing a shortage of trained and certified caregivers, prospective caregivers face a number of barriers to becoming certified in Washington state.^{295,296} The funding in this program provides an opportunity to address the caregiving workforce shortage through the development of employment support services directed toward a career in caregiving.

²⁹⁴ Totals may not sum exactly due to rounding.

²⁹⁵ "Area Plan Update 2022-2023 for Seattle and King County, Washington," Area Agency on Aging for Seattle and King County (2021), page 69. [\[LINK\]](#)

²⁹⁶ "Performance Audit I-1163: Addressing Testing Barriers for Home Care Aides," Office of the Washington State Auditor (2022), pages 7-8. [\[LINK\]](#)

Estimated Allocation of VSHSL Proceeds: ²⁹⁷

FS 2	2024	2025	2026	2027	2028	2029	Category Subtotal
Veterans	\$0	\$441,000	\$593,000	\$623,000	\$654,000	\$689,000	\$3,000,000
Seniors	\$735,000	\$772,000	\$810,000	\$851,000	\$894,000	\$938,000	\$5,000,000
Resilient Communities	\$1,235,000	\$1,297,000	\$662,000	\$695,000	\$729,000	\$763,000	\$5,380,000
Regional Impact Initiatives	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Total	\$1,970,000	\$2,510,000	\$2,065,000	\$2,168,000	\$2,277,000	\$2,390,000	Strategy Total
							\$13,380,000

FS 3 Benefit Application and Appeals Assistance

Concept: This strategy continues funding for a financial stability strategy from the prior VSHSL to help individuals access federal and state government benefits.²⁹⁸ This strategy will fund one or more entities to provide advocacy or not-for-profit or pro bono legal services that assist levy priority populations who are low-income or disabled in making initial applications and appeals for federal and state income-generating benefits and programs. Examples of such benefits and programs include disability compensation or pension benefits administered by the federal VA, unemployment, Social Security Benefits, or health insurance coverage. A portion of the veterans proceeds allocated for this program will be used to provide on-site advocacy, not-for-profit, or pro bono legal services. On-site services will include applications for veterans benefit claims and entitlements consistent with this program to assist low-income and disabled veterans and their families in areas of King County where veterans do not have convenient access to King County Veterans Program offices. Additionally, this program will aim to provide equitable access to funded services in convenient and accessible locations to residents living throughout King County.

Rationale: Not everyone can work or work full-time to provide household income. Federal and state social assistance programs provide several income-generating benefits for qualifying households. Complementary regional initiatives acknowledge the importance of funding services that can leverage federal and state income-generating benefits as part of a larger strategy to increase household income and promote financial and housing stability.²⁹⁹

²⁹⁷ Totals may not sum exactly due to rounding.

²⁹⁸ Formerly called “Leverage Government Benefits,” this strategy is renamed to clarify the funded services.

²⁹⁹ King County Regional Homelessness Authority Five-Year Plan (2023-2028), pg. 31 [\[LINK\]](#)

Estimated Allocation of VSHSL Proceeds:³⁰⁰

FS 3	2024	2025	2026	2027	2028	2029	Category Subtotal
Veterans	\$540,000	\$567,000	\$638,000	\$670,000	\$703,000	\$739,000	\$3,857,000
Seniors	\$227,000	\$238,000	\$250,000	\$263,000	\$276,000	\$289,000	\$1,543,000
Resilient Communities	\$227,000	\$238,000	\$250,000	\$263,000	\$276,000	\$289,000	\$1,543,000
Regional Impact Initiatives	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Total	\$994,000	\$1,043,000	\$1,138,000	\$1,195,000	\$1,255,000	\$1,318,000	Strategy Total
							\$6,942,000

FS 4 King County Veterans Fellowship

Concept: This strategy will continue the program to recruit veterans to work in King County in subsidized positions for six to twelve-month fellowships. The strategy’s programs will be administered in partnership with one or more King County departments.

Rationale: Veterans leave military service with the skills, training, ethos, and potential to contribute powerfully. However, not all employers immediately recognize veterans’ technical skills. Veterans often benefit from an initial civilian employment experience to open the door to long-term service.^{301,302} King County, and other employers supporting the common good, will benefit from having veterans as part of their teams. This program allows King County to lead by example while attracting important veteran talent into the King County workforce.

³⁰⁰ Totals may not sum exactly due to rounding.

³⁰¹ “Veterans in the Workplace: Recruitment and Retention,” Department of Veterans Affairs Commissioned Report (2013) [\[LINK\]](#)

³⁰² “Why Is Veteran Unemployment So High?,” RAND Corporation (2014). [\[LINK\]](#)

Estimated Allocation of VSHSL Proceeds: ³⁰³

FS 4	2024	2025	2026	2027	2028	2029	Category Subtotal
Veterans	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,200,000
Seniors	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Resilient Communities	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Regional Impact Initiatives	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Total	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	Strategy Total
							\$1,200,000

FS 5 Supporting Student Veterans and Their Families

Concept: This strategy consolidates and modifies two financial stability programs supporting student veterans from the prior VSHSL. It will fund financial assistance for King County veterans, military servicemembers, and their family members enrolled in post-secondary programs including, but not limited to, colleges, universities, and trade schools. Funding will be made available through mini-grant opportunities on at least an annual basis through 2029.

Rationale: For many, higher education is a critical step in increasing employment and income. However, many veterans and military families face challenges in qualifying for federal benefits for higher education.³⁰⁴ Even for those who qualify, GI Bill benefits often do not cover full tuition costs.³⁰⁵ Many student veterans end up feeling unsupported in navigating the complex rules for using veterans' benefits that are meant to help them and these benefits are generally not available to veteran family members.³⁰⁶ Keeping military community members enrolled in educational programs and increasing access to those who are unable to participate in post-secondary education is an investment in the entire community's vibrancy.

The 2022 VSHSL Assessment Report recommended modifying and increasing flexibility for the Support Student Veterans strategy to be more responsive to the needs of veterans and their families attending

³⁰³ Totals may not sum exactly due to rounding.

³⁰⁴ "Service Members in School: Experiences Using the Post Military Veterans' Experiences Using the Post 9/11 GI Bill and Pursuing Postsecondary Education" RAND Corporation (2010). [\[LINK\]](#)

³⁰⁵ "Student Service Members/Veterans on Campus: Challenges for Reintegration" American Journal of Orthopsychiatry (2017). [\[LINK\]](#)

³⁰⁶ "Reducing barriers to post-9/11 veterans' use of programs and services as they transition civilian life" BioMed Central (BMC) Health Services Research (2020). [\[LINK\]](#)

school.³⁰⁷ This strategy will begin funding in 2025 and continue every year through 2029.

Estimated Allocation of VSHSL Proceeds: ³⁰⁸

FS 5	2024	2025	2026	2027	2028	2029	Category Subtotal
Veterans	\$0	\$735,000	\$990,000	\$1,039,000	\$1,091,000	\$1,144,000	\$5,000,000
Seniors	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Resilient Communities	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Regional Impact Initiatives	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Total	\$0	\$735,000	\$990,000	\$1,039,000	\$1,091,000	\$1,144,000	Strategy Total
							\$5,000,000

FS 6 Human Services Workforce Stabilization

Concept: This strategy aims to improve staff recruitment and retention within nonprofit organizations providing human services in King County, such as food security nonprofit providers serving unincorporated King County. Funds may be used to support staff across an organization through related expenses including, but not limited to:

- increased wages,
- improved benefits,
- reduced cost of living such as housing, education, child care subsidies or health insurance coverage, and
- professional development and other training to improve service quality and staff wellness.

This strategy will prioritize nonprofit organizations that are funded by the VSHSL. At least 25 percent of the funds allocated to this strategy will support the workforce of agencies in King County delivering housing stability strategies. Initial funding in 2024 to 2026 will be made available through two methods:

1. Service providers who are awarded VSHSL funds from this Implementation Plan will be eligible to propose use of this strategy’s funds for expenditures aiming to improve service effectiveness by improving salaries, benefits, and working conditions for staff across their organization.
2. Remaining funds for 2024-2026 will be available to through competitive procurements to other DCHS-contracted regional health and human services providers, regardless of the funding source of those contracts.

³⁰⁷ 2022 VSHSL Assessment Report, page 94. [\[LINK\]](#)

³⁰⁸ Totals may not sum exactly due to rounding.

All contracted providers under this strategy will be required to demonstrate that their proposed programs are supported by a cross-section of management and workers. DCHS will require these funds to be spent in ways that aim to improve employee retention and recruitment, not just support onboarding or training of employees.

Funding from this strategy will also fund research or assessment on the impact of this strategy's investments to inform refinements or adjustments to the initial funding approach. The department will annually assess performance measurement data on the impact of the workforce investments on worker retention, recruitment, and satisfaction and continually work with providers to improve the impact of these funds. Results and improvements will be documented through the service system access and improvement strategy, [SS 7 – Countywide Nonprofit Workforce Surveys](#), as well as through annual reporting as described in [Section IV.H](#).

Prior to releasing funding for this strategy for 2027-2029, the Executive will transmit a notification letter to the King County Council describing the performance data and improvements from the first phase of the Human Services Workforce Stabilization strategy and detailing the proposed use of these funds for the last three years of the levy. The Executive will electronically file the letter with the clerk of the Council, who will retain an electronic copy and provide an electronic copy to all councilmembers. Unless the Council passes a motion rejecting the contemplated change within 30 days of the Executive's transmittal or funding has not yet been sufficiently appropriated, the Executive may proceed with the use of funds allocated for 2027-2029 as set forth in the notification letter.

Rationale: Results from numerous nonprofit surveys show underinvestment in human services and a lack of sustainable wages in the nonprofit sector.^{309,310} The survey results reinforce the need for solutions that increase salaries, and improve benefits and other supports. Notably, the 2022 VSHSL Assessment Report recommended that levy funds be utilized to respond to the wage survey findings and community concerns about workforce stabilization, as well as build on learnings from the initial workforce strategies tested by the previous VSHSL.³¹¹

The region's human service assets fundamentally are the people and organizations who work to break cycles and systems perpetuating poverty, racism, violence, and inequitable distributions of benefit and burden. As a principal funder for the county's regional health and human services system, King County must adjust its funding practices so contracted agencies can pay workers enough that they can afford to live in the communities they serve, sustain careers that allow them to attain mastery in difficult and essential community services, and meet the King County Executive Branch's commitment to creating a welcoming community where every person can thrive.³¹²

This strategy anticipates providers will implement a diverse array of workforce programs that match variations in funding sources, programming, and organizational structures. For example, the needs of

³⁰⁹ "2021 King County Nonprofit Wage and Benefits Survey Report," 501 Commons (2022). [\[LINK\]](#)

³¹⁰ "Wage Equity for Non-profit Human Services Workers: A study of work and pay in Seattle and King County." University of Washington (2023). [\[LINK\]](#)

³¹¹ 2022 VSHSL Assessment Report, page 97. [\[LINK\]](#)

³¹² True North. [\[LINK\]](#)

smaller organizations with fewer programs and funding sources will vary from those of larger organizations with many programs funded with different contract requirements. While a small organization may struggle to provide affordable health care benefits for its employees, a larger organization may be challenged to simultaneously increase employee wages across an organization that relies on a mix of VSHSL, Medicaid, state, or other local funding sources and grants for its contracts. DCBS will evaluate early implementation of these strategies to inform the VSHSL’s later workforce investments.

Estimated Allocation of VSHSL Proceeds: ³¹³

FS 6	2024	2025	2026	2027	2028	2029	Category Total
Veterans	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Seniors	\$876,000	\$920,000	\$966,000	\$1,014,000	\$1,065,000	\$1,118,000	\$5,959,000
Resilient Communities	\$3,822,000	\$4,014,000	\$4,214,000	\$4,425,000	\$4,646,000	\$4,879,000	\$26,000,000
Regional Impact Initiatives	\$3,606,000	\$3,844,000	\$4,095,000	\$4,358,000	\$4,634,000	\$4,924,000	\$25,460,000
Annual Total	\$8,304,000	\$8,778,000	\$9,275,000	\$9,797,000	\$10,345,000	\$10,921,000	Strategy Total
							\$57,419,000

4. Social Engagement

Over the years research has shown that social isolation and loneliness have negative impacts on physical and mental health. Social isolation is associated with an increased risk for early death, comparable with risk factors such as smoking. It is also associated with a 50 percent increased risk of dementia, increased 32 percent risk of stroke, and a 29 percent increased risk of heart disease.^{314,315} In recent years, more than half of adults in America reported experiencing loneliness.³¹⁶

Many circumstances can lead to social isolation. Veterans returning from military service may face challenges reintegrating into civilian life.³¹⁷ Seniors may feel cut off from community once they retire

³¹³ Totals may not sum exactly due to rounding.

³¹⁴ “Social Isolation and Loneliness in Older Adults: Opportunities for the Health Care System,” National Academies of Sciences, Engineering, and Medicine (2020). [\[LINK\]](#)

³¹⁵ “Social isolation, loneliness in older people pose health risks,” National Institute on Aging (2019). [\[LINK\]](#)

³¹⁶ “The Loneliness Epidemic Persists: A Post-Pandemic Look at the State of Loneliness among U.S. Adults,” The Cigna Group (2021) [\[LINK\]](#)

³¹⁷ “Veterans Employment Toolkit: Common Challenges During Re-adjustment to Civilian Life,” U.S. Department of Veterans Affairs (2021). [\[LINK\]](#)

from the workforce. Barriers to connection may be caused by a difference in language or culture. Others may find it difficult to engage after facing a traumatic experience or a lifetime of structural oppression. Mobility challenges and disabilities can also create physical and emotional hurdles.

The United States Surgeon General released an advisory on the impacts of social isolation and the healing effects of connection and community.³¹⁸ The report highlights that social connection plays an important role not only in an individual's well-being, but also in fostering healthier and vibrant communities. It emphasizes that strong social connections contribute to various positive outcomes, including enhanced economic prosperity, improved disaster preparedness and resilience, and lower levels of community violence.

Governments and community-based organizations can foster social connections in their communities by investing in the elements that bring people together, whether it be physical spaces or community programs. These elements can give people tools to strengthen community bonds and skills that improve their overall well-being. They can provide support for people who are at risk for, or are struggling with, loneliness, isolation, or low social support. For example, during the COVID-19 pandemic, senior centers across King County re-envisioned community connections through pen pal programs and virtual gatherings. These centers also served as trusted spaces to host vaccine and booster clinics. Now and in the future, strong social networks help individuals and communities build resiliency, so they are equipped to withstand the next set of challenges, overcome adversity, and thrive.

This plan defines social engagement as an individual's feeling of connection or engagement in community. Figure 24 illustrates the amount of levy proceeds planned each year for allocation to social engagement strategies.

³¹⁸ "Our Epidemic of Loneliness and Isolation: The U.S. Surgeon General's Advisory on the Healing Effects of Social Connection and Community," Office of the U.S. Surgeon General (2023) [\[LINK\]](#)

Figure 24. Planned Portion of Levy Proceeds Allocated for Social Engagement Strategies³¹⁹

SE	2024	2025	2026	2027	2028	2029	Category Subtotal
Veterans	\$980,000	\$806,000	\$1,039,000	\$1,084,000	\$1,132,000	\$1,182,000	\$6,222,000
Seniors	\$6,852,000	\$7,028,000	\$7,340,000	\$7,667,000	\$7,886,000	\$8,122,000	\$44,895,000
Resilient Communities	\$2,182,000	\$2,001,000	\$2,076,000	\$2,154,000	\$2,236,000	\$2,323,000	\$12,971,000
Regional Impact Initiatives	\$674,000	\$674,000	\$674,000	\$674,000	\$674,000	\$674,000	\$4,042,000
Annual Total	\$10,687,000	\$10,508,000	\$11,128,000	\$11,579,000	\$11,928,000	\$12,300,000	Social Engagement Total
							\$68,131,000

It allocates levy proceeds to twelve strategies and sub-strategies that better connect isolated persons or groups to King County’s broader community. The following strategies in this section contribute to social engagement by:

- Reducing senior and veteran isolation and the associated risks.
- Reducing recidivism and welcoming people back to community after incarceration with reentry supports.
- Providing supports for persons with disabilities that offer meaningful opportunities for inclusion in the broader community.
- Addressing the unique needs immigrants and refugees to connect with community while preserving their cultural identities.

Figure 25 outlines the Social Engagement strategies and sub-strategies for the 2024-2029 VSHSL.

³¹⁹ Totals may not sum exactly due to rounding.

Figure 25. VSHSL Strategies to Promote Social Engagement

SE 1	Stabilize and Transform Senior Centers
SE 2	Support Reentry from Incarceration
SE 2A	Incarcerated Veterans Case Management Program and Reentry Spanning Services
SE 2B	Maleng Regional Justice Center (MRJC) Veterans Program
SE 2C	Resilient Communities Reentry Spanning Services
SE 3	Community Supports for Persons with Disabilities
SE 4	Caregiver Connections and Support
SE 5	Kinship Care Supports
SE 6	Major Peter von Reichbauer (Ret.) Veteran Service Organization Grant Program
SE 7	Vets Engaged
SE 8	Support Local Solutions
SE 9	Short-Term Engagement Projects
SE 10	Support Services for Immigrants and Refugees

The following strategy summaries describe in greater detail the varying approaches. Each description summarizes the strategy’s concept, rationale, and estimated allocation of VSHSL proceeds.

SE 1 Support Senior Centers

Concept: This strategy continues investments from the prior VSHSL to stabilize and transform senior centers. Senior centers in King County, including community centers with significant senior-focused programming or specific senior programs, are important, but often under-resourced, community hubs. This strategy will provide funding to competitively selected senior centers in King County that builds upon the work from the last levy. Through this funding, senior centers can continue to be inclusive, vibrant hubs that serve as access points to critical services for the full diversity of seniors in the community. Entities funded through this strategy serve older adults across King County, especially those who are isolated and from systemically marginalized populations. This program improves connections to services by offering resource navigation, food and nutrition services, transportation, and technology support, and strengthening senior centers’ capacity to safely shelter vulnerable older adults in extreme weather events and emergencies.

Rationale: There are at least 39 senior centers in King County. Many of those senior centers face limited budgets and resources that constrain operating capacity to promote social engagement, healthy living, and housing stability for seniors. Through the previous VSHSL, senior centers transformed into a comprehensive system of senior hubs that link older adults to an even wider network of critical aging services and supports through partnerships among senior centers across King County. In 2022, DCHS met with senior center directors to inform planning for the renewal of this levy. Feedback revealed a strong need for both foundational funding to support operations to a larger network of senior centers (“stabilize”), and also funding for deeper investments in programming and outreach (“transform”). This strategy leverages the capacity within this strengthened senior center system to increase connections and expand engagement with seniors, particularly from communities previously excluded due to systemic racism.

Estimated Allocation of VSHSL Proceeds: ³²⁰

SE 1	2024	2025	2026	2027	2028	2029	Category Subtotal
Veterans	\$394,000	\$413,000	\$434,000	\$456,000	\$479,000	\$503,000	\$2,678,000
Seniors	\$5,700,000	\$5,985,000	\$6,284,000	\$6,598,000	\$6,928,000	\$7,275,000	\$38,771,000
Resilient Communities	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Regional Impact Initiatives	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Total	\$6,094,000	\$6,398,000	\$6,718,000	\$7,054,000	\$7,407,000	\$7,777,000	Strategy Total
							\$41,449,000

SE 2 Support Reentry from Incarceration

The VSHSL funds a range of programs under this strategy to offer comprehensive, community-led services for adults in King County who are coming home to their communities after incarceration. The programs in this strategy contribute to the community-level efforts to successfully reintegrate veterans and individuals from other resilient communities into their communities after incarceration and avoid future criminal legal system contact. This work is accomplished through holistic supports including, but not limited to, interim housing and systems navigation, family support services, employment resources, flexible financial assistance, and access to culturally responsive healing practices.

SE 2A Incarcerated Veterans Case Management Program and Reentry Spanning Services

Concept: This sub-strategy continues a program from prior levies designed to help incarcerated veterans connect with system supports that could assist their return to the community. This program will be operated by King County Veterans Program (KCVP). The program will identify veterans incarcerated in King County and then provide those veterans with tailored connections to services that ease reentry, including connections within KCVP and with King County’s network of veterans' service providers, including other VSHSL-funded providers.

Rationale: Reentry supports that span the transition between custody and reentry offer comprehensive, community-led services for adults who are coming home to their communities after incarceration. Many veterans lack the necessary supports to successfully reenter their community of choice upon release

³²⁰ Totals may not sum exactly due to rounding.

from incarceration.³²¹ By providing supports during and after incarceration, veterans may face fewer barriers to accessing housing and employment and building community connections.

Estimated Allocation of VSHSL Proceeds:³²²

SE 2A	2024	2025	2026	2027	2028	2029	Category Subtotal
Veterans	\$81,000	\$85,000	\$238,000	\$250,000	\$262,000	\$275,000	\$1,191,000
Seniors	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Resilient Communities	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Regional Impact Initiatives	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Total	\$81,000	\$85,000	\$238,000	\$250,000	\$262,000	\$275,000	Strategy Total
							\$1,191,000

SE 2B Maleng Regional Justice Center (MRJC) Veterans Program

Concept: This sub-strategy continues a collaboration between DCHS and the Department of Adult and Juvenile Detention (DAJD) from prior levies. Should uncommitted VSHSL proceeds become available, DCHS will consider recommending funding for this program in accordance with this plan’s provisions governing reallocation of uncommitted funds. The jail-based program at Norm Maleng Regional Justice Center (MRJC) may provide support services from community-based organizations and Tribes for incarcerated veterans. The support services should be focused on mindfulness, wellness, therapeutic practices, and other approaches that promote social engagement and the likelihood of successful transition from incarceration.

Rationale: The MRJC Veterans Program adopts a model of housing incarcerated veterans together in the same unit to capitalize on common military experiences, camaraderie, and peer accountability. This model strives to decrease traumatic experiences of incarceration when jail diversion is not an option, restore the veteran’s sense of pride, and provide increased opportunities to prepare for reentry.

During implementation of the 2018-2023 VSHSL, there were challenges to sustain and meet the vision of this VSHSL strategy related to the COVID-19 pandemic despite modifications to continue services in an alternative format including protocols for group programming, jail access, and staff turnover.³²³

³²¹ “Use of Veterans Health Administration Mental Health and Substance Use Disorder Treatment After Exiting Prison: The Health Care for Reentry Veterans Program” Administration and Policy in Mental Health and Mental Health Services Research (2017). [\[LINK\]](#)

³²² Totals may not sum exactly due to rounding.

³²³ 2022 VSHSL Assessment Report, page 71. [\[LINK\]](#)

Estimated Allocation of VSHSL Proceeds:

SE 2B	2024	2025	2026	2027	2028	2029	Category Subtotal
Veterans	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Seniors	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Resilient Communities	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Regional Impact Initiatives	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Total	\$0	\$0	\$0	\$0	\$0	\$0	Strategy Total
							\$0

SE 2C Resilient Communities Reentry Spanning Services

Concept: This sub-strategy will fund one or more entities to provide services that support reentry of formerly incarcerated persons in King County including, but not limited to, interim housing and systems navigation, family support services, employment resources, flexible financial assistance, and access to culturally responsive healing practices. This program will prioritize persons or communities who are disproportionately represented within the criminal legal system.

Rationale: Incarceration creates social, economic, legal, and community-based collateral consequences. These challenges persist long after a person is released, acting as barriers to employment, accessing resources, securing housing, food, health care, and building social connections. The support funded by the program are intended to help mitigate those ongoing negative impacts and improve outcomes for individuals and communities in King County by creating pathways for these resilient communities to thrive.

The initial allocations for this program in the prior VSHSL were insufficient to meet the community interest in and need for these services.³²⁴ The 2022 VSHSL Assessment Report recommended addressing this mismatch and also growing this body of work to support long-term, stable, community-led services for adults coming home to their communities after incarceration.³²⁵

³²⁴ “King County received 24 project proposals totaling \$22.6M in requested funding, for the \$815,000 in available funds allocated through the VSHSL Implementation Plan.” 2022 VSHSL Assessment Report, page 68. [\[LINK\]](#)

³²⁵ 2022 VSHSL Assessment Report, page 95. [\[LINK\]](#)

Estimated Allocation of VSHSL Proceeds: ³²⁶

SE 2C	2024	2025	2026	2027	2028	2029	Category Subtotal
Veterans	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Seniors	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Resilient Communities	\$500,000	\$525,000	\$551,000	\$579,000	\$608,000	\$638,000	\$3,401,000
Regional Impact Initiatives	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Total	\$500,000	\$525,000	\$551,000	\$579,000	\$608,000	\$638,000	Strategy Total
							\$3,401,000

SE 3 Community Supports for Persons with Disabilities

Concept: This strategy will fund one or more entities to provide system navigation and community building to promote and protect the rights of persons with visible or invisible disabilities reflecting the full diversity of King County.³²⁷ This strategy can include the identified caregivers or others in a person’s system of support. Funded entities will use a holistic human-centered approach informed by the voice of the individuals with disabilities. Services provided under this strategy will include, but are not limited to, early intervention, employment services, housing, civic engagement, internship, education, and training. Services may also support caregivers, provided that those services are directed by the individuals with disabilities.

Rationale: Community feedback during implementation of the previous VSHSL made it clear that funds should exclusively address the needs of people with disabilities and support their inclusion in the broader community, rather than just funding services for caregivers. The 2022 VSHSL Assessment Report recommended consolidating investments for people with disabilities and creating a comprehensive investment for the disability community.³²⁸

As described in [Section III.C.5](#) of this plan, nearly one in five adults in King County have one or more disability with higher percentages among those who identify as American Indian/Alaska Native, Black,

³²⁶ Totals may not sum exactly due to rounding.

³²⁷ There are two main approaches in terminology used in relation to disability. These are often referred to as the person-first approach (“persons with disabilities”) and the identity-first approach (“disabled persons”). This strategy uses the person-first approach. “Disability Language Guide,” Stanford Disability Initiative Board (2019). [\[LINK\]](#)

³²⁸ 2022 VSHSL Assessment Report, page 96. [\[LINK\]](#)

and Hispanic.³²⁹ Persons with disabilities and their caregivers face challenges when navigating complex human and housing services systems. Given the inter-connectedness of ableism, racism, and discrimination, those who live at multiple intersections of marginalization may face more unique or complex barriers than others. Strong self-advocacy by persons with disabilities will help to identify accessibility needs and supports to navigate service systems. It is essential to understand the needs of the range of identities within this population, and their representation as part of the disability community in receiving the equitable services.

Estimated Allocation of VSHSL Proceeds:³³⁰

SE 3	2024	2025	2026	2027	2028	2029	Category Subtotal
Veterans	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Seniors	\$200,000	\$210,000	\$221,000	\$232,000	\$243,000	\$255,000	\$1,360,000
Resilient Communities	\$298,000	\$298,000	\$298,000	\$298,000	\$298,000	\$298,000	\$1,786,000
Regional Impact Initiatives	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Total	\$498,000	\$508,000	\$518,000	\$529,000	\$541,000	\$553,000	Strategy Total
							\$3,146,000

SE 4 Caregiver Connections and Support

Concept: This strategy consolidates and continues two social engagement strategies from the prior levy, Caregiver Community Building and Caregiver Respite Supports, in response to a 2022 VSHSL Assessment Report recommendation.³³¹ This new strategy will fund entities to support family caregivers of seniors and persons with disabilities. Examples of services eligible for funding through this strategy include, but are not limited to, respite options, information and resource guides such as the Dementia Action Roadmap, caregiver support groups, purchase of durable medical equipment and adaptive devices, and community-designed caregiver supports that reflect the diverse communities of King County.³³²

Rationale: Family caregivers, often spouses, partners, or adult children, provide the bulk of support both for older adults and for persons with disabilities who want to remain in their own home but need

³²⁹ Behavioral Risk Factor Surveillance System (2013-2020), King County Communities Count. For this data, disability is defined as being deaf or having serious difficulty hearing; being blind or having serious difficulty seeing; having serious difficulty concentrating, remembering, or making decisions; having serious difficulty walking or climbing stairs; having difficulty dressing or bathing; and/or having difficulty doing errands alone (such as visiting a doctor’s office or shopping) because of a physical, mental, or emotional condition. [\[LINK\]](#)

³³⁰ Totals may not sum exactly due to rounding.

³³¹ 2022 VSHSL Assessment Report, page 95. [\[LINK\]](#)

³³² The strategy incorporates elements from the prior VSHSL to purchase adaptive devices.

assistance in their daily activities. In other cases, the caregivers themselves are older adults, in particular parents of adults with developmental disabilities. These supportive relationships are essential, but require difficult work that often comes at a high cost, with adverse economic, physical, mental, and emotional effects.^{333,334} Caregiver support programs and respite gives caregivers a break from caregiving so they can focus on self-care, such as a visit to the doctor or meeting up with a friend. Self-care improves well-being and enables caregivers to remain in their caregiving role over a longer duration, delaying the need for more expensive forms of care.

Estimated Allocation of VSHSL Proceeds:³³⁵

SE 4	2024	2025	2026	2027	2028	2029	Category Subtotal
Veterans	\$370,000	\$0	\$0	\$0	\$0	\$0	\$370,000
Seniors	\$660,000	\$539,000	\$539,000	\$539,000	\$539,000	\$539,000	\$3,353,000
Resilient Communities	\$460,000	\$208,000	\$208,000	\$208,000	\$208,000	\$208,000	\$1,500,000
Regional Impact Initiatives	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Total	\$1,490,000	\$747,000	\$747,000	\$747,000	\$747,000	\$747,000	Strategy Total
							\$5,223,000

SE 5 Kinship Care Supports

Concept: Kinship care occurs when a child lives full-time or most of the time with a relative or friend who is not their parent, usually because their parents are not able to care for them. This strategy will fund one or more entities to support seniors who provide kinship care, in order to help those kinship providers to have access to support that helps to sustain them. The services may include training, community-building, system navigation, health promotion activities, and financial assistance. King County is home to many seniors who care for young children for a variety of reasons, and services and supports should reflect the unique and diverse families who make up kinship communities. King County will work with kinship service providers to address the needs of kinship providers who have less access to state or other local funds for kinship caregivers.

Rationale: The majority of kinship providers in Washington state are older than 50 and are living on incomes that are less than the state median income.³³⁶ Most are informal kinship providers, meaning they are not enrolled as foster parents and have not adopted the children in their care. Caring for a child

³³³ “Physical and Mental Health Effects of Family Caregiving,” American Journal of Nursing (2009). [\[LINK\]](#)

³³⁴ “The Economic Impact of Caregiving,” Blue Cross Blue Shield Association (2021). [\[LINK\]](#)

³³⁵ Totals may not sum exactly due to rounding.

³³⁶ “Kinship Care in Washington State: A Historical Comparison”, Partners for Our Children (2020). [\[LINK\]](#)

is tremendously rewarding and important, but it is also hard work. Seniors who provide kinship care are best positioned to succeed when they are supported. While state and federal programs for kinship providers exist, program funding is limited and the scope of support available for informal providers is narrow.

The estimated allocation of VSHSL proceeds for this strategy reflects the expiration of the current version of the BSK Levy. It defers the policy decision of whether to continue County support for this program to the renewal planning process of a potential future BSK levy, should that levy be renewed.

Estimated Allocation of VSHSL Proceeds: ³³⁷

SE 5	2024	2025	2026	2027	2028	2029	Category Subtotal
Veterans	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Seniors	\$250,000	\$250,000	\$250,000	\$250,000	\$125,000	\$0	\$1,125,000
Resilient Communities	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Regional Impact Initiatives	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Total	\$250,000	\$250,000	\$250,000	\$250,000	\$125,000	\$0	Strategy Total
							\$1,125,000

SE 6 Major Peter von Reichbauer (Ret.) Veteran Service Organization Grant Program

Concept: This strategy continues funding for an annual, Council-directed grant program for veteran-serving organizations that will operate in each council district. Under the program, amounts allocated to each council district in the years between 2024 and 2029 will be \$10,000, unless changed by ordinance. This program will seek to support entities that cultivate a sense of belonging among veterans and that help bridge the civilian-military divide between veterans, military servicemembers, and the general population in King County.

Rationale: Transition from military service to civilian life can be isolating to veterans and their families, which can inhibit social connection.³³⁸ Growing evidence shows that social isolation is a predictor of reduced quality and quantity of life for veterans.³³⁹

³³⁷ Totals may not sum exactly due to rounding.

³³⁸ “Combating Social Isolation and Loneliness Among Veterans after Separation from Military Service,” Syracuse University Lerner Center for Population Health Research Brief Series (2022). [\[LINK\]](#)

³³⁹ “Loneliness and social isolation of military veterans: systematic narrative review,” Occupational Medicine (2018). [\[LINK\]](#)

Estimated Allocation of VSHSL Proceeds: ³⁴⁰

SE 6	2024	2025	2026	2027	2028	2029	Category Subtotal
Veterans	\$135,000	\$135,000	\$135,000	\$135,000	\$135,000	\$135,000	\$810,000
Seniors	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Resilient Communities	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Regional Impact Initiatives	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Total	\$135,000	\$135,000	\$135,000	\$135,000	\$135,000	\$135,000	Strategy Total
							\$810,000

SE 7 Vets Engaged

Concept: This strategy will continue a social engagement strategy from the former VSHSL for veterans, military servicemembers, and their respective families.³⁴¹ This strategy will fund entities to convene community-building events and networks that increase social connection for veterans and military servicemembers, and their respective families in King County. This strategy will seek to support entities that cultivate a sense of belonging among veterans and that help bridge the military-civilian divide, which is the experiential, cultural, and social gulf between veterans, military servicemembers, and the general population in King County.³⁴²

Rationale: Transition from military service to civilian life can be isolating to veterans and their families, which can inhibit social connection.³⁴³ Growing evidence shows that social isolation is a predictor of reduced quality and quantity of life for veterans.³⁴⁴

This strategy will resume funding in 2025 and continue every year through 2029.

³⁴⁰ Totals may not sum exactly due to rounding.

³⁴¹ This strategy was previously consolidated with the Major (Retired) under *Veterans, Servicemembers and Family Community Building* in the previous VSHSL. This plan separates the two strategies to make funding for the two programs more transparent.

³⁴² Explanation for the term military-civilian divide comes from “Bridging the Military-Civilian Divide: Thoughts from those Who Have Been on the Front Line,” Harvard Law School WilmerHale Legal Services Center (2022).

[\[LINK\]](#)

³⁴³ “Combating Social Isolation and Loneliness Among Veterans after Separation from Military Service,” Syracuse University Lerner Center for Population Health Research Brief Series (2022). [\[LINK\]](#)

³⁴⁴ “Loneliness and social isolation of military veterans: systematic narrative review,” Occupational Medicine (2018). [\[LINK\]](#)

Estimated Allocation of VSHSL Proceeds: ³⁴⁵

SE 7	2024	2025	2026	2027	2028	2029	Category Subtotal
Veterans	\$0	\$173,000	\$232,000	\$244,000	\$256,000	\$269,000	\$1,173,000
Seniors	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Resilient Communities	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Regional Impact Initiatives	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Total	\$0	\$173,000	\$232,000	\$244,000	\$256,000	\$269,000	Strategy Total
							\$1,173,000

SE 8 Support Local Solutions

Concept: This strategy continues funding for an annual Council-directed grant program to support local solutions proposed by city or county-level government agencies, unincorporated areas, Tribes, or community-based organizations in each council district. DCHS, or its successor, will administer the resulting contracts. This funding will support health and human services that are eligible expenditures under Ordinance 19604. This may include, but is not limited to, supporting food security, housing stability, behavioral health care such as substance use disorders initiatives, and other efforts to support an individual's connection or engagement in their community. An example of such a grant may be supporting operation of a winter shelter.

Rationale: This strategy recognizes that a comprehensive approach to promoting regional health and human services requires partnership with local communities. Locally driven solutions that are designed by communities can identify opportunities that may be unique to particular parts of King County, and the availability of this program's funding can allow local communities to leverage County resources to amplify the effectiveness of local funding sources.

³⁴⁵ Totals may not sum exactly due to rounding.

Estimated Allocation of VSHSL Proceeds: ³⁴⁶

SE 8	2024	2025	2026	2027	2028	2029	Category Subtotal
Veterans	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Seniors	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Resilient Communities	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Regional Impact Initiatives	\$674,000	\$674,000	\$674,000	\$674,000	\$674,000	\$674,000	\$4,042,000
Annual Total	\$674,000	\$674,000	\$674,000	\$674,000	\$674,000	\$674,000	Strategy Total
							\$4,042,000

SE 9 Short Term Engagement Projects

Concept: This strategy will fund entities to convene short-term community-building events and activities that provide social engagement opportunities for seniors and individuals from resilient communities in ways that meet their unique cultural needs. The competitively selected projects will be community-led, reflect the populations they serve, and cultivate a sense of belonging for seniors and members of resilient communities who will otherwise be isolated. The short-term nature of these engagement projects allows for several small, time-limited projects to be procured rather than multi-year programs that rely on deep funding.

Rationale: During the last VSHSL, communities requested adaptability in creating opportunities to engage with the most vulnerable members of their communities. DCHS piloted that flexible support using underspent VSHSL social engagement funds to create a Short-Term Engagement Projects for Seniors strategy.³⁴⁷ This strategy builds on learnings from that pilot program by increasing funding to aware more engagement projects and expanding to include projects from resilient communities.

³⁴⁶ Totals may not sum exactly due to rounding.

³⁴⁷ The 2022 VSHSL Annual Report spotlights this investment in its section on social engagement strategies. [\[LINK\]](#)

Estimated Allocation of VSHSL Proceeds: ³⁴⁸

SE 9	2024	2025	2026	2027	2028	2029	Category Subtotal
Veterans	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Seniors	\$42,000	\$44,000	\$46,000	\$49,000	\$51,000	\$54,000	\$286,000
Resilient Communities	\$42,000	\$44,000	\$46,000	\$49,000	\$51,000	\$54,000	\$286,000
Regional Impact Initiatives	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Total	\$84,000	\$88,000	\$93,000	\$97,000	\$102,000	\$107,000	Strategy Total
							\$571,000

SE 10 Support Services for Immigrants and Refugees

Concept: This strategy may directly fund one or more entities, or consolidate similarly purposed funds from other sources, for joint administration in partnership with King County’s Office of Equity, Racial, and Social Justice or its successor. This strategy allocates resources to improve access to civil legal advice, assist with immigration filing fees for low-income immigrants and refugees including filing fees regarding Form I-131, civic engagement, and resources to increase the number of immigrants and refugees who feel welcomed, valued, and belong as members of the King County community. The intended effect of this strategy is to support entities in providing not-for-profit or pro bono legal services and immigration filing fee support that help low-income immigrants and refugees in King County and programs that promote housing stability, civic engagement, integration facilitation, and culturally appropriate training that create thriving communities.

Rationale: Immigrants and refugees often have unequal access to legal advice and representation in civil legal proceedings that can impact their ability to remain in the United States, their ability to keep their families together, their ability to be stably housed, or their ability to retain their personal liberty.³⁴⁹

³⁴⁸ Totals may not sum exactly due to rounding.

³⁴⁹ “Access to Counsel in Immigration Court,” American Immigration Council (2016). [\[LINK\]](#)

Estimated Allocation of VSHSL Proceeds: ³⁵⁰

SE 10	2024	2025	2026	2027	2028	2029	Category Subtotal
Veterans	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Seniors	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Resilient Communities	\$882,000	\$926,000	\$972,000	\$1,021,000	\$1,072,000	\$1,126,000	\$5,999,000
Regional Impact Initiatives	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Total	\$882,000	\$926,000	\$972,000	\$1,021,000	\$1,072,000	\$1,126,000	Strategy Total
							\$5,999,000

5. Service System Access and Improvement

The health and human services system is a layered, often fractured system involving overlapping jurisdictions and organizations. For example, King County contracts with hundreds of community-based organizations to carry out VSHSL-funded work. When voters approved the 2017 expansion of the VSHSL, King County invested in additional programs within the VSHSL to promote effectiveness and efficiency among all VSHSL-funded programs, as well as to respond to community concerns about navigating a complex service system. Integrating and improving the service system helps programs reach communities not historically connected to services.

Guided by King County’s principles of equity, racial, and social justice, the VSHSL seeks to increase equitable access to services because someone’s well-being should not depend on the neighborhood they live in, the language they speak, or their physical abilities.³⁵¹ Throughout the prior levy, VSHSL partners joined together to form new partnerships and pool expertise and resources to better serve veterans, seniors, and resilient communities. These new collaborations helped providers respond more effectively to increased and changing community need. This result area continues this work to put human service resources within better reach of King County residents.

Figure 26 illustrates the amount of levy proceeds planned each year for allocation to service system access and improvement strategies.

³⁵⁰ Totals may not sum exactly due to rounding.

³⁵¹ “Theory of Change: Our Shared Values,” King County Equity and Social Justice Strategic Plan 2016-2022, Office of Equity and Social Justice (2016). [\[LINK\]](#)

Figure 26. Planned Portion of Levy Proceeds Allocated for Service System Strategies³⁵²

SS	2024	2025	2026	2027	2028	2029	Category Subtotal
Veterans	\$3,070,000	\$3,604,000	\$3,777,000	\$3,865,000	\$4,104,000	\$4,301,000	\$22,720,000
Seniors	\$2,263,000	\$2,376,000	\$2,495,000	\$2,620,000	\$2,754,000	\$2,836,000	\$15,345,000
Resilient Communities	\$4,705,000	\$4,940,000	\$5,248,000	\$5,510,000	\$5,785,000	\$6,078,000	\$32,266,000
Regional Impact Initiatives	\$158,000	\$165,000	\$174,000	\$182,000	\$191,000	\$201,000	\$1,071,000
Annual Total	\$10,196,000	\$11,086,000	\$11,693,000	\$12,177,000	\$12,835,000	\$13,417,000	Service System Total
							\$71,403,000

This plan allocates levy proceeds to 10 strategies that facilitate access for individuals to the human services system and the ability of these services to systematize and continuously improve. The following strategies in this section contribute to service system access and improvement by:

- Increasing the accessibility of services and support
- Offering trainings, translation, and interpretative services to VSHSL partners so they can realize their potential
- Gathering and sharing data about community and resource information

Figure 27 outlines the Service System Access and Improvement strategies for the 2024-2029 VSHSL.

³⁵² Totals may not sum exactly due to rounding.

Figure 27. VSHSL Strategies to Promote Service System Access and Improvement

SS 1	Veteran Outreach and Resource
SS 2	Mobile Medical Outreach
SS 3	Consolidated Domestic Violence Hotline
SS 4	Gender-Based Violence System Navigation and Mobile Advocacy
SS 5	Veteran Provider Training Supports
SS 6	VSHSL Provider Learning Opportunities
SS 7	Countywide Nonprofit Workforce Surveys
SS 8	VSHSL Language Access Services
SS 9	Resource Access Team
SS 10	Veterans Civil Legal Aid Clinic or Fellowship

The following strategy summaries describe in greater detail the varying approaches. Each description summarizes the strategy’s concept, rationale, and estimated allocation of VSHSL proceeds.

SS 1 Veteran Outreach and Resource Programs

Concept: This strategy continues from prior levies a program to seek out persons who will benefit from supportive services and to connect those individuals to programs that can promote housing stability, financial stability, social engagement, and healthy living. This strategy will be administered and coordinated by DCHS.

Entities funded under this strategy will provide services and outreach to King County veterans, military servicemembers, and their respective families who will benefit from connection to and provision of community resources. These programs will also provide direct services, connect the veterans with a service hub such as the King County Veterans Program, or provide referrals to other veteran-serving community partners. The programs will be frontline points of connection that make the initial contacts and relationships. Funded entities will intentionally connect veterans, military servicemembers, and their respective families to other VSHSL-funded and veteran-serving programs to provide systemic responses that support housing stability, financial stability, social engagement, healthy living, and service system access when appropriate.

This strategy will prioritize funding entities that serve specific populations of veterans, which may include veterans of color, female-identifying veterans, LGBTQ veterans, Native American veterans, transitioning military servicemembers, veteran and military families, and other veteran populations in need of culturally competent supportive services.

Rationale: The programs in this strategy contribute to the community-level effort to prevent homelessness and poverty where possible and to provide quick resolutions to housing or financial emergencies where possible. A former iteration of this program was called Pathfinders. This strategy consolidates the sub-strategies from the former Pathfinders program, in order to maximize efficiency, facilitate partnerships, and recognize the intersections that may exist among people’s cultural and ethnic identities. Data, feedback, and learnings from this strategy showed a clear preference by veterans

to continue working with their Pathfinder agencies to receive assistance or needed services. In response, the 2022 VSHSL Assessment Report recommended refinement and expansion of the program.³⁵³

Estimated Allocation of VSHSL Proceeds:³⁵⁴

SS 1	2024	2025	2026	2027	2028	2029	Category Subtotal
Veterans	\$2,109,000	\$2,605,000	\$2,737,000	\$2,877,000	\$3,023,000	\$3,176,000	\$16,526,000
Seniors	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Resilient Communities	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Regional Impact Initiatives	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Total	\$2,109,000	\$2,605,000	\$2,737,000	\$2,877,000	\$3,023,000	\$3,176,000	Strategy Total
							\$16,526,000

SS 2 Mobile Medical Outreach

Concept: This strategy funds PHSKC to continue administering mobile medical outreach for seniors and resilient communities, providing for the operations of existing mobile medical vans operated by PHSKC or by contracted providers. The programs may prioritize medical services that intersect or connect to potential participants through other County-funded investments, such as VSHSL-supported senior centers and Health through Housing facilities.

Rationale: Originally funded as a pilot program in the first VHSL, the mobile medical outreach program continues to be recognized nationally because of its success in serving populations with high barriers in accessing medical care, especially individuals experiencing homelessness.³⁵⁵ The senior-focused mobile medical program provides convenient opportunities for seniors to access medical care while participating in other VSHSL-funded services, and brings needed services to seniors who face transportation challenges that affect their ability to access routine medical care. The senior mobile medical program is focused on bringing services to underserved rural populations and communities of color.

³⁵³ 2022 VSHSL Assessment Report, page 96-97. [\[LINK\]](#)

³⁵⁴ Totals may not sum exactly due to rounding.

³⁵⁵ "Healthcare for the Homeless Grantee Directory," National Health Care for the Homeless Council [\[LINK\]](#)

Estimated Allocation of VSHSL Proceeds:

SS 2	2024	2025	2026	2027	2028	2029	Category Subtotal
Veterans	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Seniors	\$1,260,000	\$1,323,000	\$1,389,000	\$1,459,000	\$1,532,000	\$1,608,000	\$8,570,000
Resilient Communities	\$200,000	\$210,000	\$221,000	\$232,000	\$243,000	\$255,000	\$1,360,000
Regional Impact Initiatives	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Total	\$1,460,000	\$1,533,000	\$1,610,000	\$1,690,000	\$1,775,000	\$1,863,000	Strategy Total
							\$9,931,000

SS 3 Consolidated Domestic Violence Hotline

Concept: This strategy will fund the operation and staffing of the DVHopeline, with DCHS retaining the option to reprocure if necessary to ensure the availability of a countywide, 24-hour, multi-lingual, multi-modal domestic violence hotline to King County residents. The hotline will continue to provide immediate crisis support and triage for survivors of abuse and serve as a connection and referral source for the County's advocacy, health, legal, housing, and counseling services for survivors. The hotline will ensure that survivors of domestic violence from diverse communities across King County can reach a trained advocate with the resources to provide immediate, confidential support and a direct connection to specialized services that best meet the survivors' needs rooted in culturally appropriate solutions.

Rationale: King County is home to a strong network of community-based domestic violence programs serving diverse geographic and cultural communities throughout the County, providing survivors with multiple avenues for accessing services best designed to meet their individual needs grounded in their cultural background. Entities specializing in domestic violence have the expertise to meet survivors' unique and diverse needs and have the ability and legal authority to protect the confidentiality of survivors' information.

The prior VSHSL funded the creation of the DVHopeline. Since the hotline's launch in July 2021 through the end of September 2022, it received more than 16,000 calls or texts to assist those in crisis and referred nearly 7,000 of those contacts to additional support. The 2022 VSHSL Assessment Report recommended continuing programs like this hotline to meet the self-identified needs of survivors and communities experiencing gender-based violence.³⁵⁶ This program allows survivors in King County to establish initial contact with a service and support system in a time and manner that meets their unique needs. It continues the coordinated, countywide outreach effort to reach survivors across a broader range of geographic and cultural communities to create a safe and thriving environment.

³⁵⁶ 2022 VSHSL Assessment Report, page 96. [\[LINK\]](#)

Estimated Allocation of VSHSL Proceeds:

SS 3	2024	2025	2026	2027	2028	2029	Category Subtotal
Veterans	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Seniors	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Resilient Communities	\$770,000	\$809,000	\$909,000	\$954,000	\$1,002,000	\$1,055,000	\$5,499,000
Regional Impact Initiatives	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Total	\$770,000	\$809,000	\$909,000	\$954,000	\$1,002,000	\$1,055,000	Strategy Total
							\$5,499,000

SS 4 Gender-Based Violence System Navigation and Mobile Advocacy

Concept: This strategy consolidates two service system access and improvement strategies for survivors of gender-based violence and commercial sexual exploitation from the prior VSHSL. It will fund one or more entities to create and operate a network of advocates equipped with flexible emergency financial assistance for adult survivors of gender-based violence, trafficking, and exploitation.³⁵⁷ This will include victim/survivor identification, immediate response, and advocacy to provide a tailored combination of services and resources to help them improve their safety, health, and stability that may require long-term support. Funded advocates will serve survivors throughout King County and identify participants through outreach, referral, and self-referral.³⁵⁸ Efforts will target four key areas of need experienced by victims/survivors of gender-based violence. These are substance use treatment, housing stability, employment and assessment, and treatment for complex trauma, post-traumatic stress disorder, and other mental health diagnoses.

Eligible entities must specialize in serving persons who have experienced sexual assault, domestic violence, trafficking, or exploitation. Eligible uses of funds administered under this program will include the employment and training of advocates; and organizational costs such as data generation, outreach, and supervision. It will also include provision of flexible emergency financial assistance to provide survivors with the services and resources they need to improve their safety, health, and financial, emotional, and housing stability with culturally nuanced solutions.

³⁵⁷ The word “advocate” is a term of the field used to describe a highly trained person who provides specialized, domestic violence advocacy-based counseling, information, support, and referral, in addition to many of the functions that professional known as “case managers” in other fields provide.

³⁵⁸ This model of “advocacy”, particularly mobile advocacy, is a survivor-driven, trauma-informed model that provides immediate relief to survivors and their families. The flexibility of mobile advocacy creates conditions for culturally responsive care and the ability of organizations to respond to the unique needs of individuals and communities.

Rationale: There was a 13 percent increase in domestic violence calls in King County between January 2020 and July 2021.³⁵⁹ Homicides resulting from domestic violence in King County increased nearly four times during 2021 compared to 2019.³⁶⁰ As described in strategy [SS 3](#) of this plan, the countywide hotline received more than 16,000 calls or texts to assist those in crisis and referred nearly 7,000 of those contacts to additional support between July 2021 through the end of September 2022. Entities funded through this strategy are often the organizations that respond to many of the referrals from that hotline. The 2022 VSHSL Assessment Report recommends continuing programs like this one that meet the self-identified needs of survivors of gender-based violence, center the voices of impacted populations, and reflect those voices in programming that respects their self-determination, agency, and dignity.³⁶¹ The needs of individual survivors vary considerably, requiring unique, individualized combinations of housing, health, legal, financial, and emotional support. As described in the VSHSL Assessment Report, mobile advocacy creates the conditions for culturally responsive care and the ability of organizations to respond to the unique needs of individuals and communities including to survivors in rural areas, the island communities, and culturally specific communities, such as survivors who are immigrants or refugees because of geographic and cultural barriers.³⁶²

Estimated Allocation of VSHSL Proceeds:

SS 4	2024	2025	2026	2027	2028	2029	Category Subtotal
Veterans	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Seniors	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Resilient Communities	\$2,673,000	\$2,806,000	\$2,947,000	\$3,094,000	\$3,249,000	\$3,411,000	\$18,180,000
Regional Impact Initiatives	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Total	\$2,673,000	\$2,806,000	\$2,947,000	\$3,094,000	\$3,249,000	\$3,411,000	Strategy Total
							\$18,180,000

SS 5 Veteran Provider Training Supports

Concept: This strategy will fund one or more entities to provide trainings and cultural competency to the veteran-serving community on key issues that affect veterans, military servicemembers, and their respective families or that strengthen the ability of entities to be inclusive and welcoming of veterans, servicemembers, and their respective families. Funded entities will provide trainings on topics to be

³⁵⁹ Economic, social, and overall health impacts from COVID 19 dashboard, King County. [\[LINK\]](#)

³⁶⁰ “Domestic violence homicides in King County on pace to be record breaking number,” FOX 13 Seattle (2021) [\[LINK\]](#)

³⁶¹ 2022 VSHSL Assessment Report, page 96 and page 105. [\[LINK\]](#)

³⁶² 2022 VSHSL Assessment Report, page 102. [\[LINK\]](#)

identified by DCHS, to the military and veteran provider community. The goal of such trainings is to enable providers to serve veterans, military servicemembers, and their respective families more effectively.

Rationale: Many VSHSL-funded providers are of insufficient size or scale to affordably host or pursue expert trainings. Additionally, effectively serving veterans requires specialized understanding of veteran culture, military norms, and a host of circumstances, conditions, and systems that are specific to veterans, servicemembers, and their respective families.³⁶³

Estimated Allocation of VSHSL Proceeds:

SS 5	2024	2025	2026	2027	2028	2029	Category Subtotal
Veterans	\$320,000	\$336,000	\$353,000	\$370,000	\$442,000	\$464,000	\$2,285,000
Seniors	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Resilient Communities	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Regional Impact Initiatives	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Total	\$320,000	\$336,000	\$353,000	\$370,000	\$442,000	\$464,000	Strategy Total
							\$2,285,000

SS 6 VSHSL Provider Learning Opportunities

Concept: This strategy will fund one or more entities to provide trainings and other learning opportunities for VSHSL-funded providers to attain and maintain competence in key skills and concepts. DCHS will identify a set of competencies that may include racial equity training, trauma-informed care, results-based accountability, behavioral health first aid, or other skills and concepts that will strengthen VSHSL provider knowledge and skills and support the VSHSL’s goals of effectiveness, efficiency, and equity. DCHS will organize and offer training and learning opportunities for VSHSL-funded providers.

Rationale: Many VSHSL-funded providers are of insufficient size or scale to affordably host or pursue expert trainings. Meanwhile, opportunities for VSHSL-funded providers to interact with one another will help to support community among these providers. King County can play a key role in promoting levy systemization and supporting employees of VSHSL-funded providers by offering trainings and other learning opportunities and activities that enable providers to learn or refresh key skills while supporting relationships among providers.

³⁶³ “Cultural Competency for Serving the Military and Veterans,” Substance Abuse and Mental Health Association (2023). [\[LINK\]](#)

Estimated Allocation of VSHSL Proceeds: ³⁶⁴

SS 6	2024	2025	2026	2027	2028	2029	Category Subtotal
Veterans	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Seniors	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Resilient Communities	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Regional Impact Initiatives	\$32,000	\$33,000	\$35,000	\$36,000	\$38,000	\$40,000	\$214,000
Annual Total	\$32,000	\$33,000	\$35,000	\$36,000	\$38,000	\$40,000	Strategy Total
							\$214,000

SS 7 Countywide Nonprofit Workforce Surveys

Concept: This strategy will fund one or more entities to administer and update King County nonprofit workforce surveys to improve the community’s understanding of pay disparities in the nonprofit sector. Surveys will be conducted on a biennial basis starting in 2025. Surveys may include, but are not limited to, research to monitor nonprofit workforce conditions as a result of the efforts funded in this plan, and the impact of establishing a prevailing wage for County human service contractors.³⁶⁵ Any survey funded by this strategy will be available at no cost or nominal cost to nonprofit entities in King County that receive VSHSL funding.

Rationale: The data and findings from workforce surveys are tools to inform and drive policy and systems change, as King County, other funders, and nonprofits work together to make durable change in strengthening the region’s nonprofit sector. Data and findings from the surveys will help nonprofit entities make decisions about staff compensation, inform King County analysis on appropriate contract amounts with nonprofit partners, and help inform policy and systems change regarding workforce stabilization. VSHSL providers and community members both shared that high staff turnover among nonprofits impacts continuity of service provision.³⁶⁶ Nationally, turnover in nonprofits is 19 percent, compared to 12 percent for all industries.³⁶⁷

The previous VSHSL funded countywide, nonprofit workforce surveys to better understand wages and other factors that contribute to employee recruitment, retention, and satisfaction. Results from the survey conducted in 2021 show that many nonprofit employees working in critical services like shelter

³⁶⁴ Totals may not sum exactly due to rounding.

³⁶⁵ For example, efforts funded through the financial stability strategy in this plan, [FS 6 – Human Services Workforce Stabilization](#).

³⁶⁶ 2022 VSHSL Assessment Report, page 37. [\[LINK\]](#)

³⁶⁷ “2021 King County Nonprofit Employee Engagement Survey Report,” 501 Commons (2022). [\[LINK\]](#)

provision, violence prevention, and community health earn wages at levels that make it difficult to live in the communities they serve.³⁶⁸ Sixty percent of respondents in that 2021 survey reported that they would consider leaving the nonprofit sector to get better pay, and 54 percent would consider leaving because of burnout or other fatigue.

Estimated Allocation of VSHSL Proceeds:³⁶⁹

SS 7	2024	2025	2026	2027	2028	2029	Category Subtotal
Veterans	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Seniors	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Resilient Communities	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Regional Impact Initiatives	\$63,000	\$66,000	\$69,000	\$73,000	\$77,000	\$80,000	\$429,000
Annual Total	\$63,000	\$66,000	\$69,000	\$73,000	\$77,000	\$80,000	Strategy Total
							\$429,000

SS 8 VSHSL Language Access Services

Concept: This strategy will fund translation and interpretation services for VSHSL-funded entities. The services will help VSHSL providers translate program materials or access interpreter services to better communicate with and serve their participants or to expand outreach in their communities. Funds administered under this program may translate program materials into languages of identified audiences or into methods of communication to meet the needs of persons who are blind or have diverse forms of hearing loss.

Rationale: A person’s access to services, opportunities for civic engagement, and information about critical issues affecting their community should not be dependent upon English as a first language. King County is an increasingly diverse county in which effective local governance requires the ability to communicate with residents of many backgrounds, languages, and abilities. Supporting King County’s commitment to its values of equity, racial, and social justice requires providing for communication in multiple languages, in both verbal and nonverbal formats to ensure access for those served by VSHSL programs.^{370,371,372} Reaching and connecting with linguistically isolated communities requires funding translation and interpretation services.

³⁶⁸ “2021 King County Nonprofit Employee Engagement Survey Report,” 501 Commons (2022). [\[LINK\]](#)

³⁶⁹ Totals may not sum exactly due to rounding.

³⁷⁰ King County Equity and Social Justice Strategic Plan 2016-2022, Office of Equity and Social Justice (2016). [\[LINK\]](#)

³⁷¹ King County Code 2.15.030 [\[LINK\]](#)

³⁷² “Written Language Translation Process,” King County Executive Order INF 14-2 (AEO). [\[LINK\]](#)

Estimated Allocation of VSHSL Proceeds: ³⁷³

SS 8	2024	2025	2026	2027	2028	2029	Category Subtotal
Veterans	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Seniors	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Resilient Communities	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Regional Impact Initiatives	\$63,000	\$66,000	\$69,000	\$73,000	\$77,000	\$80,000	\$429,000
Annual Total	\$63,000	\$66,000	\$69,000	\$73,000	\$77,000	\$80,000	Strategy Total
							\$429,000

SS 9 Resource Access Team

Concept: This strategy will fund the creation of the Resource Access Team, a multifunctional, customer service team within DCHS, or its successor, and the development and operation of technology or technologies to serve as a centralized information and resource referral system, making it easier for residents to access the services they need. The customer service team will provide residents with resources, help them navigate systems, and connect them to needed services. This team will be responsive to inquiries from local municipalities, community-based organizations, and the public. The Resource Access Team will have a mobile component where staff will travel to rural and unincorporated parts of King County to provide direct services. Eligible program uses include direct services and emergency financial assistance, in conjunction with other state or local funding, to help residents stay housed, retain employment, or bridge other short-term financial gaps. The team will also be able to connect residents to cultural navigators to help low-income residents who face language or cultural barriers in accessing supportive services. This team will be directly responsive to human service needs in unincorporated and rural parts of King County. This will be accomplished through dedicating staff to show up at gathering points and locations where groups of persons gather whom the VSHSL could help. The multilingual, multimodal technology system will have centralized access to information and referral services including, but not limited to, the ability to connect to the customer service team to provide individualized assistance.

The Resource Access Team will be responsible for conducting biennial resource fairs and community feedback sessions in each County Council district, in partnership with the respective council office, in order to ensure access to VSHSL services across King County.

Rationale: There are many local, state, and federal programs that support veterans, seniors, and resilient communities in King County. However, individuals belonging to these communities, and

³⁷³ Totals may not sum exactly due to rounding.

community-based organizations are frequently unaware these programs exist. Furthermore, seeking assistance can be complicated by decentralized, fragmented, and difficult-to-navigate systems. Those who qualify for these programs should be able to understand their options, make informed choices, and access these resources quickly and simply. Human services programs can also benefit from connected systems of information and referral that help get the right program participants to the right entities in time to provide timely interventions. Having an easy and accessible way for all stakeholders to provide feedback on these systems and services is also vital to program and systems improvement. This strategy will provide the staffing and tools to begin to address these issues.

Estimated Allocation of VSHSL Proceeds: ³⁷⁴

SS 9	2024	2025	2026	2027	2028	2029	Category Subtotal
Veterans	\$441,000	\$463,000	\$486,000	\$418,000	\$439,000	\$461,000	\$2,708,000
Seniors	\$1,003,000	\$1,053,000	\$1,106,000	\$1,161,000	\$1,223,000	\$1,228,000	\$6,774,000
Resilient Communities	\$1,062,000	\$1,116,000	\$1,171,000	\$1,230,000	\$1,291,000	\$1,356,000	\$7,227,000
Regional Impact Initiatives	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Total	\$2,507,000	\$2,632,000	\$2,763,000	\$2,809,000	\$2,953,000	\$3,045,000	Strategy Total
							\$16,709,000

SS 10 Veterans Civil Legal Aid Clinic or Fellowship

Concept: This strategy will fund a civil legal aid clinic or clinics or fellowships that provide pro bono or low-cost legal services to King County veterans, military servicemembers, and their respective families. A clinic funded by this strategy will be operated by or affiliated with an accredited school of law whose students participate in the clinic under supervision of an attorney. Examples of legal issues that a clinic funded by this strategy may address include: advice or representation in seeking benefits from the federal Department of Veterans Affairs, corrections of military records, or resolution of civil legal or administrative matters. A nonprofit legal aid provider that operates in King County will host any fellowship that may be funded by this strategy.

Rationale: Lawyers, or law students supported or supervised by an attorney, are sources of effective legal advice and representation for veterans, military servicemembers, and their respective families. Fully availing King County veterans of the resources or legal protections provided by federal, state, and

³⁷⁴ Totals may not sum exactly due to rounding.

local governments often requires legal advice or representation. Lawyers or law students in legal aid clinics or fellowships can provide advice on general issues facing King County residents, as well as issues that specific groups face such as older adults or people experiencing homelessness and housing instability.³⁷⁵ This strategy fills a gap for tailored services specifically for veterans and military servicemembers while training future attorneys to represent and advise veterans, military servicemembers, and their respective families.

Estimated Allocation of VSHSL Proceeds: ³⁷⁶

SS 10	2024	2025	2026	2027	2028	2029	Category Subtotal
Veterans	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,200,000
Seniors	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Resilient Communities	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Regional Impact Initiatives	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Total	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	Strategy Total
							\$1,200,000

6. Technical Assistance and Capacity Building

Ordinance 19604 directs at least ten percent of the levy proceeds for Regional Impact Initiatives to be used to fund technical assistance and capacity building.³⁷⁷ This is a minimum of one percent of total levy proceeds, similar to the previous VSHSL.

The VSHSL strives to partner with community-led and community-informed organizations that represent and are deeply rooted in the communities they serve. Many community-based organizations, particularly small and grassroots agencies, face barriers in applying for government funding and administering services. Community feedback during renewal planning conveyed difficulties accessing VSHSL and other County funding. The VSHSL allocates levy funding for technical assistance and capacity building to support organizations in their ability to apply for public funding, strengthen their infrastructure, and build capacity to effectively provide services and manage County funds.³⁷⁸

³⁷⁵ “English Guide to King County Legal Clinics and Hotlines,” Seattle University Access to Justice Institute [\[LINK\]](#)

³⁷⁶ Totals may not sum exactly due to rounding.

³⁷⁷ Ordinance 19604, subsection 4.B.4 [\[LINK\]](#)

³⁷⁸ Ordinance 19604, subsection 1.L defines technical assistance and capacity building as, “assistance for providers of regional health and human services responding to requests for proposals or assistance to implement, improve, or expand their delivery of regional health and human services in King County”. [\[LINK\]](#)

Community feedback during the assessment of the previous VSHSL emphasized how technical assistance and capacity building and other levy provider supports helped broaden organizations' ability to serve the community.³⁷⁹ An analysis of the prior VSHSL revealed that 54 percent of agencies receiving application support were successful in securing levy funding, over 30 percent of applicants were applying to King County funding for the first time, and almost 10 percent were first time grant applicants, having never applied for grants from any funder previously. The VSHSL continues this commitment to remove linguistic, cultural, and procedural barriers that agencies commonly face in applying for government funding.

Eligible uses of these funds will include, but not be limited to:

- The provision of technical assistance that supports entities in responding to requests for proposal (RFP) processes, including grant writing services, technology assistance services to access online RFP application processes, data development to inform an RFP response, and translation and interpretation services to assist an entity in responding to an RFP.
- The provision, for eligible entities, of access to organizations, consultants, or services that can assess and improve an organization's internal processes, such as human resources, legal capacity, accounting or fiscal operations, leadership development, continuity planning, and evaluation capacity.
- Supporting regional human service coalitions with the express purpose of disseminating grant opportunities to partner organizations, identifying and connecting partner organizations with capacity building and technical assistance, and building a conduit between the county and partner organizations to facilitate feedback and other opportunities to improve and enhance system delivery and efficacy.
- The provision of assistance to organizations with the goal of improving performance in VSHSL-funded programs or contracts as part of an overall performance management strategy.
- The provision of grants that enable access to tools and resources such as, but not limited to, IT equipment, databases, and software, that make fiscal, evaluation, and programmatic systems of organizations stronger.
- Funding the translation of materials or provision of interpreter services for entities eligible for funding under this section, in order to (1) assist them in responding to RFPs or other procurement announcements; (2) improve their internal processes; or (3) improve their performance in VSHSL-funded programs or contracts.

D. VSHSL Fiscal Policies

While this expenditure plan makes assumptions about levy proceeds as a basis for planning, actual revenue may differ from this expenditure plan. Appendix F further details the total annual estimated allocations by strategy and population.

1. Funding the VSHSL Reserve

Per King County Comprehensive Financial Management Policies, unless otherwise authorized or directed by the King County Office of Performance, Strategy and Budget or its successor entity, the VSHSL Fund

³⁷⁹ 2022 VSHSL Assessment Report, page 36. [\[LINK\]](#)

financial plan will maintain a fund reserve equal to 60 days of budgeted expenditures, less capital expenses, in the current adopted or projected biennial budget under this plan.³⁸⁰

The VSHSL Fund financial plan will maintain fund reserves to allow this plan's estimated allocations of proceeds to remain intact despite normal variations in annual levy proceeds relative to the OEFA's forecast. Maintenance of a reserve will also be important should the VSHSL expire in 2029 without replacement, in which case reserve funds will make possible a responsible closeout of VSHSL-funded programs.

2. Process for Adjusting This Plan's Allocations

Economic changes during this levy's term may lead to fluctuations in the planned revenue collections or variation in program costs and expenditures, such as changes in levy revenue forecasts or under-expenditure due to workforce conditions or other factors that may impact program implementation and spending.³⁸¹ As a result, the VSHSL Fund may contain proceeds that are not committed to a specific body of work, contract, administrative cost, or reserve requirement, at the end of each fiscal year. DCHS may reallocate these uncommitted VSHSL proceeds and shall prioritize reallocation of the first available \$750,000 annually of uncommitted VSHSL proceeds to one or more of the three unfunded levy strategies included in this plan in an amount or amounts determined by the department. Those changes may require adjustment or redistribution of this plan's fiscal modeling or projected expenditures but will remain consistent with the percentages of VSHSL levy proceeds directed to certain purposes in Ordinance 19604.³⁸² The following section describes the process to reallocate uncommitted VSHSL proceeds.

The investment allocations in this Implementation Plan are intended to represent investment level estimates. These are based on both fiscal and programmatic assumptions. As VSHSL strategies and programs are deployed and funded, implementers should remain flexible and responsive to the changes in the overall environment. Thus, this plan is intended to allow for adaptability for a range of possibilities that might require program or funding level adjustments, such as program performance or differences between projected and actual revenue.

To achieve the best outcomes, the VSHSL will be adaptive and support collaborative efforts that seem likely to achieve results in the areas identified in this plan. In maintaining this adaptability, VSHSL investments will be made in a manner that is cognizant of the prohibition against supplantation in RCW 84.55.050.³⁸³ Further, in considering changes, decisions on reallocations should balance new needs against sustaining funding for entities and groups that are addressing existing needs. Lastly, if, without Council direction or concurrence, the Executive decides to make a substantive change to the funding allocations estimated in this Implementation Plan, the Executive shall transmit a notification letter to

³⁸⁰ King County Comprehensive Financial Management Policies (2016). [\[LINK\]](#)

³⁸¹ Workforce conditions that can drive under-expenditure include staff vacancies or attrition. Other factors that impact program implementation and spending include, but are not limited to, provider capacity and program utilization.

³⁸² Ordinance 19604, subsection 4 [\[LINK\]](#)

³⁸³ Revised Code of Washington Section 84.55.050 [\[LINK\]](#)

the King County Council detailing the scope of and rationale for the change. A substantive change is defined as a change or series of changes within the same calendar year that change a VSHSL result area's allocation by more than \$500,000.³⁸⁴ The Executive will electronically file the notification letter with the clerk of the Council, who will retain an electronic copy and provide an electronic copy to all councilmembers. Unless the Council passes a motion rejecting the contemplated change within 30 days of the Executive's transmittal, the Executive may proceed with the change as set forth in the notification letter. Any change made pursuant to this section must be made in accordance with the VSHSL's eligible expenditures outlined in Ordinance 19604.³⁸⁵

3. Appropriation and Procurement

The VSHSL expenditure plan is subject to the King County Council granting appropriation authority, which typically occurs on a biennial basis.³⁸⁶ The first year of the renewed levy will occur in the middle of the 2023-2024 budget biennium and will therefore require the Council to approve supplemental appropriation prior to any spending in 2024. The VSHSL expenditure plan may vary in future years upon final adoption, as final appropriations may need to be modified to reflect unanticipated changes. Appropriation is typically approved in November of the year preceding the first year of the new biennium.

As an initiative that aims to be embedded in, and reflective of, the communities served, community partnership is crucial to the VSHSL. Many strategies laid out in this Implementation Plan will be competitively bid in outcome-focused contracts to community-based organizations. Strategy descriptions may identify the types of entities that are eligible to apply to implement the strategy or program through these competitively bid processes.³⁸⁷

In some cases, a VSHSL strategy specifies a King County agency or a nonprofit organization to perform the services directly or lead a subsequent subcontracting process.³⁸⁸ In these instances, the specified organization uses the VSHSL to supplement other fund sources for a specific purpose, or the VSHSL has made a significant investment to create a unique program or service and the specified entity has knowledge and familiarity with the program or service's current state to continue operations. This can help save time and expense. While certain strategies may name a specific entity, that does not mean the named entity is the sole possible recipient of the VSHSL in the strategy. King County may reprocure the

³⁸⁴ Keeping under-expended proceeds within the same result area for use in a subsequent year will not be a substantive change for the purpose of this expenditure plan, although expenditure of VSHSL proceeds in any year remains subject to Council appropriation.

³⁸⁵ Ordinance 19604, subsection 4 [\[LINK\]](#)

³⁸⁶ Appropriations for 2025 will be annual, consistent with Ordinance 19654, before biennial appropriations resume in 2026-2027. [\[LINK\]](#)

³⁸⁷ This plan uses the term "entity" to broadly describe the wide range of organizations that can apply for and carry out regional health and human services. Entities may include, but are not limited to, other government agencies, non-government organizations, community-based organizations, or Tribes.

³⁸⁸ Examples include the King County Prosecuting Attorney's Office administering the Elder Abuse Multi-Disciplinary Team or Sound Generations administering the Geriatric Regional Assessment Team.

strategy to award those funds to another entity or transfer to another strategy due to circumstances including, but not limited to, performance, programmatic, or compliance issues.

While this plan presents intended investments with the use of VSHSL funds, all strategies and programs included in the plan are subject to future procurement and appropriations decisions. DCHS should strive to partner with contracted providers to avoid unreasonable limits or caps on overhead or other non-direct service costs. For any strategies and programs in this plan for which the Executive determines a community planning session is needed and appropriate to inform the implementation approach, no new contract fully or partially funded by proceeds from the VSHSL may be awarded unless the Executive has invited all councilmembers to designate council district staff to participate in the community planning sessions.

For each new contract that is competitively procured, the Executive will invite all councilmembers to designate council district staff to participate in the procurement process. The participation will include the opportunity for any designated council district staff to be included as nonvoting members of the selection panel for each contract to be competitively procured. As a nonvoting member of the selection panel, any designated council district staff will have access to all materials received by proposers or bidders as part of the procurement process or created as part of the selection process, the authority to attend and participate in all selection panel meetings, including those at which proposers or bidders are interviewed, and the authority to participate in the selection panel's deliberations regarding award of any competitively procured contract.

4. Mitigation of Prorationing

Background on Junior Taxing District Prorationing

Many jurisdictions in Washington state are authorized to levy property taxes, which require residents of that jurisdiction to pay taxes based on the assessed value of their property.³⁸⁹ Each taxing district is authorized to levy a property tax under RCW 84.52, which provides authorization and provides a limit on the rate that the type of jurisdiction may charge.³⁹⁰

Property tax levy prorationing occurs because taxing districts have the individual taxing authority to levy rates that, when combined, add to more than the aggregate property tax limit of \$5.90 per \$1,000 of assessed value. When a senior taxing district, such as King County, levies a new or increased property tax, it can result in prorationing (or reducing) junior taxing districts to a lower rate and therefore receiving less revenue in order to comply with the limit.³⁹¹

³⁸⁹ "Property Tax in Washington State," Municipal Research and Services Center (2023). [\[LINK\]](#)

³⁹⁰ RCW 84.52.043 defines "junior taxing districts" as including all taxing districts other than the state, counties, road districts, cities, towns, port districts and public utility districts

³⁹¹ RCW 84.52.010 outlines a methodology for reducing the tax rate of taxing districts when the aggregate rate for jurisdictions (other than the state) is higher than the \$5.90 limit required by RCW 84.52.043. [\[LINK\]](#)

The hierarchy of taxing districts defined in RCW 84.52.010 sets a specific order by which jurisdiction rates are prorated when aggregate levels go above the \$5.90 limit.³⁹² The King County Department of Assessments uses this methodology to certify levy rates that meet legal requirements each year.

Ordinance 19604 identifies that VSHSL revenue can be used for eligible services provided by junior taxing districts that have been prorated, in three circumstances: metropolitan park districts, fire districts, and public hospital districts in King County.^{393,394}

Current Modeling Anticipates No Prorating in 2024-2029

Modeling by the King County Office of Performance, Strategy and Budget as of the drafting of this plan does not suggest prorating will occur during the 2024-2029 levy period given current levy rates countywide. If economic trends reduce assessed property value or rates from other taxing districts increase, this forecast may change.

VSHSL Plan to Mitigate Any Prorating

Each year after the King County Department of Assessments certifies levy rates, the County will calculate whether and how much any metropolitan park districts, public hospital districts, or fire districts are prorated.³⁹⁵ If prorating should occur, DCHS will partner with jurisdictions to identify eligible regional health and human services.

E. VSHSL Advisory Board

Resident oversight is an important component of the community partnership necessary to administer the VSHSL. Section 6.A of Ordinance 19604 continues this tradition by requiring the VSHSL Advisory Board to serve in its capacity, in accordance with KCC 2A.300.540. Under KCC 2A.300.540, the VSHSL Advisory Board is composed of 30 members divided into three committees for the three priority populations.³⁹⁶ While the board meets as a single entity to provide coordinated oversight of levy proceeds that affect all populations, the committees allow for groups of county residents with specialized experience and expertise to exercise focused oversight of the VSHSL's investments for veterans, seniors, and resilient communities. Voters approved the ballot measure to extend the VSHSL in August 2023. That ballot measure included provisions to continue the board into the next levy.

KCC 2A.300.540 currently expires in July 2025. The Executive is transmitting proposed legislation alongside this plan to remove the board's sunset clause and update the terms and definitions within KCC 2A.300.540 so that the King County Code and the adopted Ordinance 19604 agree. For example, the proposed Ordinance will rename the vulnerable populations committee as the resilient communities committee to reflect this VSHSL priority population's name and scope as defined in Ordinance 19604.

³⁹² RCW 84.52.010 [\[LINK\]](#)

³⁹³ Ordinance 19604, subsection 4.B.6. [\[LINK\]](#)

³⁹⁴ RCW 84.52.010 [\[LINK\]](#)

³⁹⁵ This calculation uses the Washington State Department of Revenue levy manual and worksheets to compare levy rates to statutory maximums.

³⁹⁶ Currently, KCC 2A.300.540 specifies committees for veterans, seniors, and vulnerable populations in accordance with the VSHSL population names as defined in Ordinance 18555.

KCC 2A.300.540 also currently provides that the veterans committee of the VSHSL Advisory Board shall serve as the state-mandated Veterans Advisory Board (VAB).^{397,398} The VAB advises the Executive and the County Council on the needs of local indigent veterans, the resources available to local indigent veterans and programs that could benefit the needs of local indigent veterans and their families, and advises DCHS on the administration of the King County Veterans Program. The previous VSHSL tested a solution to create efficiencies and strengthen the voice of veterans advising the County on matters affecting veterans, military servicemembers, and their respective families by merging the VAB and the VSHSL veterans committee. The differing state and local requirements for meeting cadence, boardmembers' roles and responsibilities, and scope of the board's duties made this solution impractical. The Executive has made the determination that an independent VAB will allow its members to focus fully on their required responsibilities as directed by state law.

As a result, the proposed Ordinance will also sever the Veterans Advisory Board from the VSHSL Advisory Board veterans committee. In accordance with KCC 2A.300.530, within 120 days from the date of the change severing the veterans committee of the VSHSL Advisory Board from the VAB, the Executive shall transmit to the County Council a proposed ordinance to provide for the continuation of the King County Veterans Advisory Board separate from the VSHSL Advisory Board.

F. Measuring and Evaluating Performance of the VSHSL

This section presents the overarching principles and approaches that will guide the performance measurement and evaluation of the VSHSL. The VSHSL performance measurement and evaluation framework for 2024-2029 continues and builds on the prior VSHSL's existing framework, with a focus on outcomes that describe whether and how a participant is better off for having received the service in accordance with the levy's intended results.

This framework is intended to inform decisions and to ensure levy partners are providing the most effective services possible. The VSHSL has provided critical funding and continuously improved programming to help veterans, seniors, resilient communities, and their families since 2006. Over the years, DCHS has advanced its performance measurement and evaluation capabilities to use real-time data to inform ongoing work, understand which strategies are effective and why, and support shared responsibility for success between DCHS and contracted service providers.

1. Overarching Principles

The following overarching principles, established as part of the 2018-2023 VSHSL Implementation Plan, will continue to inform the Performance Measurement and Evaluation Framework, guide data analysis, and inform continuous quality improvement for the VSHSL.

- ***Grounded in the County's Equity, Racial, and Social Justice Work:*** Equity impacts and considerations are incorporated into planning, policies, and assessment of the effectiveness of services whenever possible.
- ***Transparency:*** The methodology of calculating performance measurements is described clearly.

³⁹⁷ RCW 73.08.035 requires each county legislature to establish a Veterans Advisory Board. [\[LINK\]](#)

³⁹⁸ KCC 2A.300.530 describes the King County Veterans Advisory Board. [\[LINK\]](#)

Performance measurement data that are available and reliable (i.e., sufficient sample size to protect confidentiality) are shared.

- **Continuous Improvement:** King County uses data and regular reporting to promote contractors' continued program improvement and increased service effectiveness.
- **Integration of Performance Measurement throughout the RFP, Contracting, Implementation and Performance Management Processes:** DCHS will work across implementation teams to ensure the integration of measurement among all aspects of program development.
- **Focused on Whether and How Programs Make Their Participants "Better Off":** Whenever possible, the VSHSL will measure changes in participants' lives or experiences in addition to the number of people served and the quality of services they received.
- **Aligned With Other County Policy Initiatives:** VSHSL will coordinate approaches to evaluation, contracting, reporting, and data collection with other human service initiatives whenever possible.

2. Performance Measurement and Evaluation Framework

King County plans to continue to use the Results Based Accountability (RBA) framework to measure and report on the VSHSL's impact.³⁹⁹ Data at the participant-level and in the aggregate will be collected routinely to monitor performance measures. These measures will be calculated at the result area, strategy, and program level and will be responsive and adaptive as programs evolve.⁴⁰⁰ This enables the County to describe the services funded by the VSHSL, assess whether programs successfully meet community needs, identify areas requiring improvement, provide appropriate technical assistance, and determine whether new procurements are needed.

As appropriate, programs will provide data to facilitate the measurement of the three domains defined by RBA:

1. **How much did we do?** This measures the quantity of the service provided, such as number of participants served or number of activities by activity type.
2. **How well did we do it?** This measures the quality of the service provided, such as timeliness of services, satisfaction with services, or whether a program was implemented as intended.
3. **How are persons served better off?** This measures the quantity of participants who are better off and how they are better off, such as percent of participants with improved health and well-being or with increased skills, knowledge, or changed behaviors.

This Implementation Plan's approach to performance measurement promotes sustainable impact through transparency and collaboration with VSHSL grantees, reducing data collection burden, and ensuring that measurement reflects both program and community definitions of progress. Therefore, King County will continue to give levy providers the opportunity to inform final plans for performance measurement to ensure they include meaningful measures and feasible reporting requirements. This practice builds on the successful partnerships between King County and VSHSL grantees forged during the prior levy's implementation.

³⁹⁹ "What is Results Based Accountability?" Clear Impact (2016). [[LINK](#)]

⁴⁰⁰ "Performance Measurement to Evaluation," Urban Institute Brief (2016). [[LINK](#)]

For every strategy that is competitively procured, the strategy’s RFPs will include proposed performance measures to transparently communicate contract expectations based on the investment’s intended impact and likely reporting requirements. During the contract negotiation process, DCHS staff will engage with funded providers to finalize a performance measurement plan. The finalized performance measurement plan will capture the individual program model’s unique aspects, while also adopting standardized measures to facilitate measuring the VSHSL’s collective impact.

Performance measures across programs will vary based on the populations served, duration of services, type of activity, and funding duration. These measures can be quantitative or qualitative. All contracted partners will be expected to regularly report data. Certain program models will require flexibility within the RBA framework, such as basic goods distribution or systems-level programs without individual enrollment. The timeline for developing and reporting measures will be distinct for each program and will depend on its implementation stage and data collection requirements.

3. Performance Measurement Data Collection

The VSHSL will collect performance measurement data for VSHSL programs and strategies and information about people receiving VSHSL services in a consistent manner and on a routine basis.

This levy will continue to collect individual-level data whenever appropriate. With individual-level data, the VSHSL can disaggregate measures of how much, how well, and if anyone is better off by race, ethnicity, or other demographics at both the program-level and across programs for analysis within strategies, result area, or by priority populations. Individual-level data also enable the County report a better estimate of the unduplicated numbers of participants served through the VSHSL and support outcome analysis across funds as reflected in the DCHS Dashboard described further in [Sections IV.G and IV.H](#).⁴⁰¹

The VSHSL intends to continue expanding the ways in which Black, Indigenous, communities of color, and other communities with lived experience are visible in data and are involved in decisions about what data are gathered and how it is interpreted.⁴⁰² This may include expanding the ways the VSHSL disaggregates data by race and ethnicity, developing new methods for data collection, continuing to report on both numbers and stories to value participants’ experiences, and increasing opportunities for community reflection and feedback on data analysis.

4. Measuring the VSHSL’s Collective Impact

Whenever possible, each program will include a standardized performance measure that is common across all programs with a similar intended outcome within a strategy and result area. This will make it possible for the County to describe the collective impact of the VSHSL by reporting summarized

⁴⁰¹ The consolidated DCHS dashboard is titled *Understand DCHS’ Impact*. [\[LINK\]](#)

⁴⁰² For example, gender-based violence programming spans result areas and has its own aggregate performance measures due to privacy concerns and best practices for service delivery.

performance measures for all programs within the same result area. The standardized performance measures will be publicly available as part of the VSHSL annual reporting described further in [Section IV.H.](#)⁴⁰³

Figure 27 illustrates preliminary measures to demonstrate the levy’s collective impact by VSHSL result area.⁴⁰⁴ The programs and strategies will vary for each priority population group, depending on the group’s specific needs. These measures were first introduced in the 2022 VSHSL Assessment Report.⁴⁰⁵ King County may hone these measures as DCHS staff finalize the updated performance measurement plans with contracted providers.

Figure 27. Examples of Potential Measures of the VSHSL’s Collective Impact

VSHSL Result Area	Preliminary Collective Impact Measures
Housing Stability	Percent of service participants showing improved housing situations – such as remaining housed or finding permanent housing
Financial Stability	Percent of service participants showing increases in financial security by obtaining employment, enrolling in education, obtaining public benefit/veteran assistance, or otherwise making progress on financial goals
Healthy Living	Percent of service participants showing improved health and well-being, such as reduced depression or anxiety symptoms, lower use of substances, and increased physical activity.
Social Engagement	Percent of service participants showing reduced isolation through increased feelings of connection or increased engagement in community
Service System and Access Improvement	Percent of service participants being connected to services through referral or direct service provision

5. Reporting Methodology to Show Geographic Distribution by ZIP Code

Consistent with Ordinance 19604, the VSHSL will continue reporting on the ZIP Code of participant residence and expand to include funded programs’ expenditures, by ZIP Code, by result area.⁴⁰⁶ Maps or other visualizations will aid the interpretation of the reported ZIP Code data.

⁴⁰³ Examples of standardized performance measures for the 2018-2023 VSHSL can be found online within the *Measuring Our Impact* tab of the VSHSL Impact in 2022 dashboard. [\[LINK\]](#)

⁴⁰⁴ As described in Section IV.E.2, DCHS will work with community partners to finalize preliminary measures during the procurement process.

⁴⁰⁵ 2022 VSHSL Assessment Report [\[LINK\]](#)

⁴⁰⁶ Ordinance 19604, subsection 6.B.2. [\[LINK\]](#)

The VSHSL evaluation team will align methodology and dissemination practices for reporting program expenditures by ZIP Code based on available data or modeling with approaches implemented in 2023 for Best Starts for Kids. This methodology will integrate expenditures for programs that are provided virtually, programs that do not operate from a single service location like home-based services, and systems-change work that has impacts in communities larger than a single ZIP Code, reflecting available data from VSHSL participants and providers. The VSHSL intends to report expenditures by ZIP Code by result area in its 2024 annual reporting, which will be completed in August 2025. [Section IV.H](#) of this plan contains more information about annual reporting requirements.

Evaluators may calculate expenditures by ZIP Code through provider location and participant residence. Both approaches provide an understanding on the spread of expenditures across King County. For example, VSHSL partners provide a mix of virtual, mobile, and in-person programs and services. Reporting by provider location may not fully capture the service reach. Alternatively, reporting by participant residence may not capture difficulties participants may have accessing services including transportation. Many participants access programs in more than one way. Using more than one methodology to assess expenditures by ZIP Code can help deepen understanding of how programs are accessible to people throughout the County.

During renewal planning, community members expressed a deep understanding and appreciation for the collection of data.⁴⁰⁷ Additionally, they shared concerns regarding the staff burden and time commitment adversely impacting their organizations when fulfilling data reporting requirements specified in VSHSL contracts. DCHS will seek to balance the need for geographic transparency with the recognition of the burden that data collection and reporting can bear on smaller or emerging community organizations.

Collection of participant ZIP Code data may continue to be limited for some programs including, but not limited to, mobile programs or programs serving unhoused individuals, refugees, individuals experiencing domestic violence, or individuals participating in drop-in programs. Additionally, ZIP Code data collection may not be appropriate for programs that do not provide direct services, such as those that focus on system and policy changes or workforce development. Collection may also not be possible for programs that are required to use an existing data system that VSHSL cannot revise (e.g., the United States Department of Housing and Urban Development’s Homeless Management Information System [HMIS]), or when a legal framework prevents the sharing of these data. All reporting by ZIP Code will continue to abide by privacy and confidentiality guidelines to ensure individuals cannot be identified.

G. Aligning Performance Measurement and Reporting with Other Dedicated Human Services Funding Initiatives

King County residents’ health and human services needs span the boundaries of federal, state, and local funding. Revenue from the VSHSL, along with the MIDD, BSK, the Crisis Care Centers Levy, and Health Through Housing (HTH), constitutes a substantial portion of King County’s local health and human service investments. Many of the County’s dedicated human services funding streams are time-limited, requiring periodic renewal. Both the MIDD and BSK initiatives will require renewal during the course of

⁴⁰⁷ 2022 VSHSL Assessment Report, page 37. [\[LINK\]](#)

this levy in order to continue, and the County will also renew its plan for HTH fund during this period. In development of this VSHSL Implementation Plan, staff engaged across initiatives to coordinate planning efforts. These overlapping funding timelines offer further opportunities over the course of the VSHSL to adapt, invent, and innovate in response to community needs.

In response to a proviso in the 2017-2018 adopted budget, DCHS has invested heavily in data systems and infrastructure to responsibly collect, manage, and share information, with the goal to make data widely accessible and used to animate conversations, spark innovation, and direct programming and policy decisions to benefit King County residents.⁴⁰⁸ These investments have made possible new data products, including dashboards, that provide insight on participants in programs and activities and how they access services, as well as how investments and services are geographically distributed. This information supports monitoring and evaluating the collective impact in communities and informs continuous improvement of service delivery. Using these tools, DCHS collaborates with service participants, contracted providers, and its own direct services staff to collect high-quality data, review program performance, and develop and monitor quality improvement initiatives.

In July 2022, DCHS released a consolidated dashboard to report data on BSK, MIDD, and VSHSL funded services.⁴⁰⁹ In 2023, the dashboard added data for all programs and activities, including those that were federally funded, in the Behavioral Health and Recovery Division and the Developmental Disabilities and Early Childhood Supports Division. By 2025, expansion of this dashboard will include further information from all DCHS divisions to transparently share how the department works to help strengthen the communities of King County.

H. VSHSL Annual Reporting

At the time of the writing of this report, DCHS is working to capture, share, and evaluate VSHSL information through a variety of methods that did not exist prior to the 2018-2023 levy. This includes:

- **Consolidated Reporting via DCHS Dashboard:** As detailed in Section IV.G above, the Executive’s commitments in the 2018 response to the Council’s consolidated human services reporting proviso led DCHS to develop capacity to report across programs and funding streams based on management and analysis of large amounts of data from hundreds of providers, including deduplication of service participants.^{410,411} This effort has resulted in the consolidated DCHS

⁴⁰⁸ Motion 15081 accepts DCHS’ report on consolidated human services reporting, as required by Ordinance 18409, Section 66, Proviso P2. [\[LINK\]](#)

⁴⁰⁹ The consolidated dashboard is titled *Understand DCHS’ Impact*. [\[LINK\]](#)

⁴¹⁰ Motion 15081 accepts DCHS’ report on consolidated human services reporting, as required by Ordinance 18409, Section 66, Proviso P2. [\[LINK\]](#)

⁴¹¹ Multiple data system improvements support this data collection and reporting, including investments in data systems and infrastructure, performance measurement and evaluation staff to manage and analyze large amounts of data from hundreds of providers. DCHS partnered with PHSKC and KCIT to build an Integrated Data Hub that deduplicates service participants across a wide variety of programs and supports cross-systems analysis. DCHS also developed and implemented a first-of-its kind data system, known as the Client Outcomes Reporting Engine (CORE), to efficiently manage large volumes of data submissions from providers that enables consistent measures and transparent reporting.

Dashboard described in Section IV.G above.⁴¹² While the consolidated reporting proviso asked for reporting on the combined impact of BSK, MIDD, and the VSHSL, the DCHS Dashboard will report on King County residents' participation in services funded by the DCHS budget by 2025.

- **VSHSL Dashboard:** The VSHSL Dashboard portrays data about who participates in VSHSL-funded services, where they live and access services, and how those services impact their lives.⁴¹³ Offered in an interactive dashboard format, it provides a snapshot across the entire levy or by result area. It also makes it possible for users to focus in on the performance of a single program. The dashboard also offers financial information about the VSHSL.
- **VSHSL Website List of Contractors and Procurements:** DCHS provides a calendar of current and upcoming open funding opportunities, and an interactive database of awarded providers and available VSHSL-funded services on the King County website.⁴¹⁴ DCHS also routinely shares highlights of provider and program impact on the DCHS blog, DCHS Instagram, and in the VSHSL newsletter.⁴¹⁵ These channels are open to all and easily accessible.
- **Comprehensive Contract Management:** By 2024, DCHS plans to implement contract management software, Agiloft, that will support the department's procurement, contracting, and invoicing activities. Agiloft will centralize and standardize information about DCHS' contracted service providers, including where their brick-and-mortar offices are located. This will allow for more complete and consistent reporting of the geographic location of services throughout the region.

As part of this comprehensive performance data collection, assessment, and reporting and as directed by Ordinance 19604, beginning in 2025, the Executive shall make an online annual report on the VSHSL publicly available to the community and all interested parties, including the Council and the Regional Policy Committee or its successor.⁴¹⁶ The VSHSL online annual report will detail each year's annual results.⁴¹⁷ The first report, to be provided by August 1, 2025, will report information from calendar year 2024. Subsequent annual reports will continue to be provided by August 1 of the following year until August 1, 2030. The VSHSL Advisory Board described in [Section IV.E](#) of this plan, or the board's successor, will consult on and preview the annual reports.

When each year's online annual report is available for review, and no later than August 1 each year, the Executive will make it available widely to the Council, the Regional Policy Committee, and the community through DCHS' communications channels.⁴¹⁸ Consistent with Ordinance 19604 requirements, VSHSL online annual reporting will include:⁴¹⁹

⁴¹² The consolidated dashboard is titled *Understand DCHS' Impact*. [\[LINK\]](#)

⁴¹³ For example, VSHSL Impact in 2022 [\[LINK\]](#)

⁴¹⁴ King County Veterans, Seniors, and Human Services Levy [\[LINK\]](#)

⁴¹⁵ The DCHS blog is titled *Cultivating Connections*. [\[LINK\]](#) The DCHS Instagram account is @kingcountyDCHS. [\[LINK\]](#) The VSHSL newsletter is titled *The HUB*. [\[LINK\]](#)

⁴¹⁶ Ordinance 19604, subsection 6.B. [\[LINK\]](#)

⁴¹⁷ For a past example of VSHSL online annual reporting, see *VSHSL Impact in 2022*. [\[LINK\]](#)

⁴¹⁸ DCHS' communication channels include, but are not limited to, the [Cultivating Connections](#) department blog, the VSHSL Hub monthly newsletter, the [King County VSHSL website](#), and department social media accounts.

⁴¹⁹ Ordinance 19604, subsection 6.B. [\[LINK\]](#)

1. An overview of VSHSL accomplishments during the previous calendar year, and changes DCHS intends to make or direct to improve performance in the following year when applicable;
2. The levy's fiscal and performance management during the applicable calendar year;
3. The expenditure of levy proceeds by result area by ZIP Code in King County as described in [Section IV.F.5](#) of this plan;
4. The number of individuals receiving levy-supported services by result area by ZIP Code in King County of where the individuals reside at the time of service as described in [Section IV.F.5](#) of this plan, and
5. A map or summary describing the VSHSL geographic distribution.

As part of this online annual reporting, the Executive will transmit directly to the Council a summary of the online annual reporting in the form of a concise letter that:

- confirms availability of the online annual report and includes a web link or links;
- identifies how the online annual reporting meets the requirements of Ordinance 19604, Section 6.B; and
- summarizes key data and conclusions in the five areas above, including an overview of accomplishments, fiscal and performance management, expenditure of levy proceeds by result area by Zip Code, the number of individuals receiving levy-supported services by result area by ZIP Code, and a map or summary describing VSHSL geographic distribution, that are described in greater detail within the online annual reporting.

The Executive will accompany the summary of the online annual report with a motion acknowledging receipt of the letter and completion of the online annual report requirement. The Executive will be prepared to present a briefing at the invitation of the King County Council or its committees, including the Regional Policy Committee, on the contents of the online annual reporting, to inform the Council's consideration of this motion.

V. Conclusion/Next Actions

The King County Executive's True North embraces the vision that every person in King County has the opportunity to thrive.⁴²⁰ The VSHSL helps to achieve that vision by providing the services and setting the conditions that enable people to reach their potential, particularly those most impacted by a historic and unequal lack of access to affordable housing, job training, employment resources, emergency financial assistance, domestic violence advocacy, mental health counseling, and other essential human services and supports.

Continuing an 18-year legacy, in 2023, King County voters answered the call to continue programs and services that support our region's veterans, seniors, and resilient communities at its highest passage rate to date. This sends a strong message that King County must continue to deliver on work that is already in progress and make an impact on some of the region's most pressing and important needs.

⁴²⁰ True North. [\[LINK\]](#)

The VSHSL will continue efforts to reduce historical and systemic inequities in the regional health and human services to sustain this critically important work. DCHS will work with the community to ensure that the levy's implementation meets community need and that services are equitably and broadly distributed countywide. DCHS will also continue its ongoing effort to make it easier for organizations to apply for funds and begin to prepare RFPs so that strategies can continue with minimal service disruption. To assure transparency and accountability, the VSHSL will report on its outcomes, expenditures, and program implementation annually.

Upon adoption by Ordinance, this Implementation Plan will govern the Executive's administration and implementation of the VSHSL over the years 2024-2029. This plan's result areas and strategies are designed to invest in the people, providers, and programs that strengthen connection and build accessible communities. By the end of this levy period, and through close partnerships with and commitment of many community organizations and residents, the fourth generation of the VSHSL will support veterans by continued investments in reducing veteran homelessness and building the nation's strongest local veterans program; expand access to social connection and other critical supports for seniors by strengthening and sustaining senior center programming; and invest in resilient communities by deepening investments in critical workforce and efforts to prevent and respond to gender-based violence.

VI. Appendices

A. King County Ordinance 19604

AN ORDINANCE providing for the submission to the qualified electors of King County at a special election to be held in King County on August 1, 2023, a proposition authorizing a property tax levy in excess of the levy limitations contained in chapter 84.55 RCW for a consecutive six-year period at a rate of not more than ten cents per one thousand dollars of assessed valuation in the first year, and limiting annual levy increases to three and one-half percent in the five succeeding years, all for the purpose of supporting veterans and military servicemembers and their respective families; seniors and their caregivers; and resilient communities in King County by funding regional health and human services and capital facilities to promote housing stability, healthy living, financial stability, social engagement and health and human services system improvements and system access; providing for a resident advisory board; and directing proposal of an implementation plan for the veterans, seniors and human services levy, contingent upon voter approval of the levy.

STATEMENT OF FACTS:

1. After approving the first six-year veterans and human services levy in 2005, King County voters have since voted twice to maintain levy-supported services for veterans and human services in King County, including adding seniors and their caregivers as a population explicitly served by the levy in 2017. Ordinance 15279, which created the initial levy for 2006 through 2011 and placed the levy on the ballot for King County voter consideration, was approved by fifty-eight percent of voters. Ordinance 17072, which placed the second levy on the ballot for King County voters, was approved by sixty-nine percent of voters, renewed the levy for 2012 through 2017. Ordinance 18555, which placed the third levy on the ballot for King County voters, was approved by sixty-eight percent of voters, renewed and expanded the levy for 2018 through 2023. This ordinance is the fourth time King County will ask voters to consider the veterans, seniors and human services levy.
2. Since its inception as the veterans and human services levy in 2006 and through its renewals in 2011 and 2017, the veterans, seniors and human services levy has served hundreds of thousands of veterans, military servicemembers and their families, as well as seniors, individuals, and families in need. The 2018-2023 veterans, seniors and human services levy has served more than one hundred and eighty-five thousand people, including more than twenty-seven thousand veterans, servicemembers or their families, and more than one hundred thousand seniors.
3. The 2018-2023 veterans, seniors and human services levy has supported more than three hundred programs led by more than one hundred fifty community-based organizations, of which more than a third are small organizations. More than seventy-five percent of levy-supported programs offer services countywide, with physical service sites available throughout the county and some programs specifically provide mobile services.
4. The 2018-2023 veterans, seniors and human services levy supports programs that contribute to outcomes in the following five result areas: housing stability, healthy living, financial stability, social engagement, and service system access and improvement.
5. The 2018-2023 veterans, seniors and human service levy contributed to the creation of more than one thousand two hundred units of affordable housing and one hundred ninety-eight new shelter beds for individuals and families experiencing homelessness in King County through its housing

stability strategies to help prevent and reduce homelessness and to address the shortage of affordable housing.

6. In 2021, King County partnered with the U.S. Department of Veterans Affairs and King County Housing Authority to increase the use of federal housing vouchers to help house low- income veterans in King County experiencing homelessness. The partnership is a first in the nation pilot program using King County veterans program social services staff to support veterans finding and maintaining housing using federal housing vouchers. From its launch in April 2021 through September 30, 2022, the levy-supported collaborative case management program helped one hundred sixty-four veteran households obtain vouchers, with one hundred households moving into permanent housing.
7. King County tracks the number of veteran households experiencing homelessness through the Homeless Management Information System. On March 31, 2017, one thousand two hundred fifty-two veteran households were active in the homeless system. As of November 30, 2022, the system showed an estimated seven hundred forty-four veteran households actively experiencing homelessness in King County, a reduction of more than forty percent since the peak in March 2017.
8. King County is home to one in five veterans living in Washington state according to estimates from the U.S. Census Bureau. More than two-thirds of the veterans residing in King County are fifty-five or older.
9. King County veterans program uses levy proceeds to create veteran service hubs that connect more than two thousand veterans and their families each year to the services supported through the levy's financial stability strategies that support King County residents in gaining and maintaining self-sufficiency. These service hubs coordinate with other veteran service providers to provide access and connection to an array of services at the King County veterans program sites.
10. In 2019, veterans accounted for six thousand two hundred sixty-one suicides in the United States, or more than thirteen percent of the total number of people dying by suicide nationwide, according to a 2021 report on veteran suicide by the United States Department of Veterans Affairs. Veteran suicide-related deaths are increasing at a greater rate than that of the general United States population. According to the Centers for Disease Control and Prevention, suicide risk factors include mental health conditions and substance use disorders, as well as economic insecurity, housing insecurity, isolation and stress.
11. More than two hundred thirty veterans and thirty military family members receive counseling each year supported through the levy's healthy living strategies to help them manage the effects of trauma in healthy ways. Those counseling services add relief to an already stressed mental health care system by providing an additional thirty-two licensed mental health counselors who focus on the impact of military service.
12. Overall, more adults report feeling anxious or depressed since the start of the COVID-19 pandemic according to public health - Seattle & King County data. According to a 2020 Washington state Department of Health community recovery-oriented needs assessment survey for King County, twenty-five percent of respondents reported that they had experienced poor mental health on at least fourteen days in the previous month. A Kaiser Family Foundation study on older adults in August 2020 showed rates of depression and anxiety are higher among adults ages sixty-five and older relative to rates in 2018. A Kaiser Family Foundation report on the impact of the COVID-19 pandemic on lesbian, gay, bisexual and transgender people reveals a disproportionate impact on their mental health.

13. Since the start of the COVID-19 pandemic, thirteen percent of Americans report having started or increased substance use as a way of coping with stress or emotions related to COVID- 19, according to the Centers for Disease Control and Prevention. In King County, overdose deaths across all substance types reached an all-time high during and after the pandemic, with data from the King County medical examiner's office showing a 137 percent increase in overdose fatalities between 2019 and 2022 and a 551 percent increase in overdose fatalities caused by fentanyl.
14. The Washington state Office of Financial Management estimates twenty-five percent of King County residents were aged fifty-five or older in 2020 and estimates that proportion to increase to thirty percent by 2040. As the population of older adults increases statewide, so does the population of older adults from racially and ethnically diverse communities or backgrounds.
15. The responsibility to care for vulnerable seniors impacts all generations according to a research report conducted in 2020 by the American Association of Retired Persons. According to the United States Department of Health and Human Services, adults ages sixty-five and older have a seventy percent chance of needing some type of long-term care service. That work will in many cases require assistance from unpaid caregivers, including spouses, adult children and acquaintances.
16. Eighty-five percent of persons sixty-five or older nationwide have one or more chronic health conditions, such as diabetes, cardiovascular disease, chronic obstructive pulmonary disease, asthma, cancer or arthritis, according to the Centers for Disease Control and Prevention behavioral risk factor surveillance system. Racial, ethnic and place-based disproportionalities unevenly distribute these conditions and risk factors across King County.
17. Actual and perceived social isolation are both associated with increased risk for premature death, according to the National Academies of Sciences, Engineering and Medicine study on social isolation and loneliness in older adults. The influence of social isolation on the risk of death is comparable with risk factors for mortality such as smoking. Older adults who are immigrants or a part of the lesbian, gay, bisexual, transgender, questioning, queer, intersex and asexual plus community may be at higher risk for social isolation and loneliness due to factors like discrimination and barriers to care. Social isolation is also associated with a fifty percent increased risk of dementia. Poor social relationships are associated with a twenty-nine percent increased risk of heart disease, and a thirty-two percent increased risk of stroke.
18. The 2018-2023 veterans, seniors and human services levy supports thirty-nine senior centers to form twenty-two senior hubs as part of the levy's social engagement strategies to improve King County's senior residents' feelings of engagement in community. More than twenty-eight thousand seniors each year receive nutritious meals and connections to critical services to combat social isolation since the senior hubs program launched in 2020.
19. The 2018-2023 veterans, seniors and human services levy also supports the geriatric regional assessment team to deliver home-visiting behavioral health and human services intervention to more than three hundred fifty seniors total since the levy supported the assessment team's relaunch in 2020.
20. Ordinance 18555 and the veterans, seniors and human services levy implementation plan adopted by Ordinance 18768 dedicate support for vulnerable populations through the 2018-2023 veterans, seniors and human services levy. The department of community and human services reframed the population served by that levy's proceeds as resilient communities to emphasize community strength in the midst of vulnerability.

21. Of the twenty-one million people trafficked worldwide, approximately eighty percent are labor trafficking survivors and victims of forced labor, bonded labor and domestic servitude.
22. More than eighteen percent of King County adults have one or more physical, intellectual or developmental disabilities. According to the Centers for Disease Control and Prevention and the United Nations Convention on the Rights of Persons with Disabilities, persons living with one or more disabilities may have reduced social participation, experience difficulties in mobility, lack of assistive technology and face barriers in access to care to include communication, policy and programmatic barriers, all of which contribute to poor health and decreased quality of life.
23. According to data from the National Domestic Violence Hotline, there was a thirteen percent increase in domestic violence calls between January 2020 and July 2021 in King County. Homicides resulting from domestic violence in King County increased by nearly four times during 2021 compared to 2019, according to the King County prosecuting attorney's office. A statewide survey commissioned by the Washington state Supreme Court in 2015 found that low- income survivors of domestic violence experience the highest number of civil legal needs per capita relative to any other group surveyed.
24. The 2018-2023 veterans, seniors and human services levy supported mobile advocacy services through the levy's service system access and improvement strategy for more than one thousand two hundred survivors of gender-based violence from January 2020 to September 2022. Eighty-four percent of these survivors were connected to an advocate within one day of reaching out for assistance.
25. The 2018-2023 veterans, seniors and human services levy supported a service system access and improvement strategy to streamline how domestic violence survivors access services, designed to meet their individual needs. The resulting creation of a twenty-four-hour, multilingual and multimodal domestic violence hotline is now a single-line access to domestic violence services available in King County. Since the hotline's launch in July 2021 through the end of September 2022, it received more than sixteen thousand calls or texts to assist those in crisis and referred nearly seven thousand of those contacts to additional support.
26. The 2018-2023 veterans, seniors and human services levy introduced new investments for gender-based violence, legal aid and senior center services, nearly tripling the County's annual investment in these areas.
27. In 2021, the veterans, seniors and human services levy supported a contract with 501 Commons to survey more than two hundred thirty nonprofits based in and serving King County, employing more than twenty thousand people, to better understand the array of influences that contribute to employee recruitment, retention, and satisfaction in the nonprofit sector. Survey findings show that many nonprofit employees delivering critical human services earn wages at levels that make it difficult to live in the communities they serve, doing community-based work in King County.
28. According to the 2021 King County nonprofit employee engagement survey conducted by 501 Commons, sixty percent of surveyed staff would consider leaving the nonprofit sector to get better pay and fifty-four percent would consider leaving the nonprofit sector because of burnout or other fatigue. Nationally, turnover in nonprofits is nineteen percent, compared to twelve percent for all industries.
29. In Motion 16129, the King County council requested the executive to produce an assessment report providing information, analysis, and recommendations to inform deliberations about a possible renewal of the voter-approved veterans, seniors, and human services levy. The assessment report drew upon program performance measurement data, feedback from levy providers and community

input from fifty-two community engagement meetings. The executive transmitted the report to the King County council on September 6, 2022.

30. In addition to describing the impact to veterans, seniors and resilient communities served by the levy, the assessment report recommended continuing the 2018-2023 levy's five result areas and commitment to the three service populations, increasing levy resources to better address the scale of community needs and creating a regional impact initiatives fund within the levy to address regional human services priorities whose effects span the levy's priority populations.
31. In 2010, Ordinance 16897 established the King County Strategic Plan. In 2015, the King County council passed Motion 14317 updating and revising King County's vision, mission, guiding principles and goals. Included within the county's goals are improving the health and well-being of all people in King County, increasing access to quality housing that is affordable to all, implementing alternatives to divert people from the criminal justice system and ensuring that county government operates efficiently and effectively and is accountable to the public. The guiding principles set out by the county's strategic plan provide a framework to guide the county's actions: "address the root causes of inequities to provide equal access for all; engage with partners, community and public and private organizations to achieve goals; align support, policy and operational goals of King County government; and provide effective, efficient local governance and services to unincorporated areas."
32. In 2010, the county adopted Ordinance 16948 establishing definitions and implementation steps for the county's work related to equity and social justice to achieve the "fair and just" principle. King County applies the principles of equity and social justice to eliminate racially and ethnically disparate health and human services outcomes in King County. The 2018-2023 veterans, seniors and human services levy supports community-led and community-informed organizations that are reflective of and embedded in the communities they serve, advances equitable access to levy resources for community providers and communities, and ensures that investments are focused on communities that have been impacted by historic and ongoing inequity, discrimination, isolation and lack of resources. Equity and social justice shall continue to guide the council and the executive in the process of designing, administering, and evaluating the policies and programs related to the renewed veterans, seniors and human services levy, if it is approved by voters.
33. It is the intent of the county that over the course of the six-year levy the majority of levy proceeds expended to build capital facilities under authority of this ordinance shall be for low- income households. Specific low-income threshold levels are defined by the U.S. Department of Housing and Urban Development or its successor agency and vary according to household size.
34. It is the intent of the county to continue to strengthen the human services network to ensure that services supported by a renewed veterans, seniors and human services levy are integrated and working together as a complete system that is responsive to communities seeking access or support in navigating resources.
35. It is the intent of the county to continue, without interruption, critical regional health and human services to veterans, military servicemembers and their families, seniors and other persons in King County from the 2018-2023 levy; to provide substantial investments in housing stability; and to engage in planning activities until the new implementation plan is adopted in accordance with section 7 of this ordinance.
36. The 2018-2023 veterans, seniors and human services levy will expire at the end of 2023.

BE IT ORDAINED BY THE COUNCIL OF KING COUNTY:

SECTION 1. Definitions. The definitions in this section apply throughout this ordinance unless the context clearly requires otherwise.

- A. "Caregiver" means a person who cares for or supervises another person who requires care or supervision due to disability, chronic illness or a need for support in activities of daily living.
"Caregiver" includes individuals providing care for a family member or someone with whom they have an ongoing personal relationship independent of their caregiver roles.
- B. "Levy" means the levy of regular property taxes for the specific purposes and term provided in this ordinance and authorized by the electorate in accordance with state law.
- C. "Levy proceeds" means the principal amount of moneys raised by the levy and any interest earnings on the moneys and the proceeds of any interim or other financing following authorization of the levy.
- D. "Limit factor" for purposes of calculating the levy limitations in RCW 84.55.010, means one hundred three and one-half percent.
- E. "Military servicemember" means a person who is serving as either an active duty, national guard member or a reservist member of the United States armed forces.
- F. "Priority populations" means veterans and military servicemembers and their respective families, seniors and their caregivers, and resilient communities.
- G. "Regional health and human services" means a wide range of those services, programs, operations and capital facilities that promote outcomes relating to healthy living, housing stability, financial stability, social engagement, service system improvement and service system access to meet basic human needs and promote healthy living and healthy communities including, but not limited to:
 - 1. Those services, programs, operations and capital facilities that promote housing stability or that contribute to making homelessness rare, brief and one-time by creating housing, preserving or modifying existing housing, or supporting persons in gaining or maintaining housing, including an assistance program to support persons who qualify to apply for a property tax exemption under RCW 84.36.381;
 - 2. Those health care and health promotion services, programs and operations that encourage healthy lifestyles and wellness, support food security, promote healthy aging, support recovery, reduce unintentional injury, support survivors of gender-based violence, promote suicide prevention efforts, and improve physical and behavioral health for individuals and families including, but not limited to, substance use disorder initiatives such as public awareness campaigns, substance use disorder professional workforce resilience, or peer navigators and upstream mental health care such as counseling and other therapeutic services;
 - 3. Those services, programs and operations that address and support efforts to address firearm violence intervention and injury prevention to promote safe and thriving communities;
 - 4. Those services, programs, operations and capital facilities that promote social engagement and community building, such as senior centers for individuals and groups in culturally, geographically, economically or linguistically isolated communities, and for others, such as seniors experiencing or at risk of social isolation and its health-harming effects;
 - 5. Those services and programs that promote financial stability or financial mobility, including access to, preparation for, and assistance in, gaining or maintaining employment, income,

- education and financial literacy, including an assistance program to support persons who qualify to apply for a property tax exemption under RCW 84.36.381;
6. Those services, programs, operations and capital facilities that promote and support diversion away from the criminal legal system and its impacts, and services and programs that assist individuals recovering from the effects of their involvement with the criminal legal system, including services that promote restorative justice or returning to community after incarceration or detention, such as services aimed at supporting criminal legal system-involved individuals to attain or retain housing;
 7. Those services, programs, operations and capital facilities that improve or expand the delivery of health and human services, improve health and human services system access and navigability, reduce or prevent the disparate or traumatic effects of systems upon resilient communities, build the capacity of communities to partner with King County and build the capacity and support the operations of health and human services providers to serve their clients and communities, including strategies to promote retention, recruitment and pay of high quality service providers;
 8. Those services, programs, operations and capital facilities that improve or expand the delivery of civil legal aid to veterans, seniors and resilient communities;
 9. Those services and programs that promote, encourage and support employment opportunities for veterans and military servicemembers, including employment opportunities in King County government such as the veterans internship program, a version of which has also been known as the Vets 4 HIRE program established by Ordinance 17450;
 10. Those services and programs for veterans and military servicemembers involved with the criminal legal system, including assessment and referral to behavioral health services, housing resources, and other social service supports;
 11. Those services, programs, operations and capital facilities that further a goal of allowing seniors to age in place and enjoy a high quality of life in their own homes or where they reside;
 12. Those services, programs, operations and capital facilities that provide education and workforce development and training for resilient communities; and
 13. Those services, programs, operations and capital facilities that mitigate and offset the impacts of gentrification, including geographic displacement, on resilient communities.
- H. "Regional impact initiatives" means those regional health and human services that provide or support responses to issues that affect all three of this levy's priority populations and which regional health and human services can help address such as, but not limited to, nonprofit health and human services workforce stability, language access, responding to the regional homelessness crisis or addressing community safety.
- I. "Resilient communities" means persons or communities susceptible to reduced health, housing, financial or social stability outcomes due to systemic and historical exposure to trauma, violence, poverty, isolation, bias, racism, stigma, discrimination, disability or chronic illness. Examples of resilient communities include, but are not limited to: communities of color; immigrant and refugee communities; persons with disabilities; survivors of domestic violence and other gender-based violence; persons who identify as lesbian, gay, bisexual, transgender, queer, questioning, intersex or asexual; and survivors of human trafficking.
- J. "Senior" means a person who is at least fifty-five years old.

- K. "Substance use disorder initiative" means those regional health and human services that provide or support responses to issues relating to substance use disorders and recovery from substance use disorders.
- L. "Technical assistance and capacity building" means assistance for providers of regional health and human services responding to requests for proposals or assistance to implement, improve, or expand their delivery of regional health and human services in King County.
- M. "Veteran" means a person who has served as either an active duty, national guard member or a reservist member of the United States armed forces.

SECTION 2. Levy submittal. To provide necessary moneys to fund, finance or refinance the purposes identified in section 4 of this ordinance, the King County council shall submit to the qualified electors of the county a proposition authorizing a regular property tax levy in excess of the levy limitation contained in chapter 84.55 RCW for six consecutive years, with collection commencing in 2024, at a rate not to exceed \$0.10 per one thousand dollars of assessed value in the first year of the levy period. The dollar amount of the levy in the first year shall be the base upon which the maximum allowable levy amounts in years two through six (2025 - 2029) shall be calculated. In accordance with RCW 84.55.050, the levy shall be a regular property tax levy subject to the limit factor as defined in section 1 of this ordinance.

SECTION 3. Deposit of levy proceeds. The levy proceeds shall be deposited into a dedicated subfund of the veterans, seniors and human services levy fund, or its successor.

SECTION 4. Eligible expenditures.

- A. If approved by the qualified electors of the county, the sums from the first year's levy proceeds as are necessary may be used to provide for the costs and charges incurred by the county that are attributable to the election.
- B. After the amount authorized in subsection A. of this section, the remaining levy proceeds shall be divided in the following proportions and used for the following purposes:
 1. Thirty percent of levy proceeds shall be used to plan, provide, administer and evaluate regional health and human services for veterans and military servicemembers and their respective families;
 2. Thirty percent of levy proceeds shall be used to plan, provide, administer and evaluate regional health and human services for seniors and their caregivers and to promote healthy aging in King County;
 3. Thirty percent of levy proceeds shall be used to plan, provide, administer and evaluate regional health and human services for resilient communities;
 4. Ten percent of levy proceeds shall be used to plan, provide, administer and evaluate regional impact initiatives and technical assistance and capacity building, of which at least ten percent of the levy proceeds identified in this subsection B.4. shall be used to support technical assistance and capacity building;
 5. At least twenty-five percent of the levy proceeds described in this subsection B., including a portion from the thirty percent of levy proceeds to support each of the three priority populations identified in subsection B.1. through 3. of this section and a portion from the ten percent of levy proceeds to support regional impact initiatives identified in subsection B.4. of this section, shall be used to support those regional health and human services that promote

housing stability; and

6. Levy proceeds may be used to mitigate the levy's impact on metropolitan park districts, fire districts or public hospital districts in King County to the extent their levies may be prorated, as mandated by RCW 84.52.010 and to the extent the levy was a demonstrable cause of the prorating and only if the county council has authorized the expenditure by ordinance. Metropolitan park districts, fire districts or public hospital districts receiving levy proceeds shall use the proceeds for the purposes stated in subsection B.1. through 4. of this section.

SECTION 5. Call for special election. In accordance with RCW 29A.04.321, the King County council hereby calls for a special election to be held in conjunction with the primary election on August 1, 2023, to consider a proposition authorizing a regular property tax levy for the purposes described in this ordinance. The King County director of elections shall cause notice to be given of this ordinance in accordance with the state constitution and general law and to submit to the qualified electors of the county, at the said special county election, the proposition hereinafter set forth. The clerk of the council shall certify that proposition to the director of elections in substantially the following form, with such additions, deletions or modifications as may be required by the prosecuting attorney:

PROPOSITION ____: The King County Council passed Ordinance _____ concerning replacement of an expiring veterans, seniors and human services levy. If approved, this proposition would fund capital facilities and services for veterans, servicemembers, and their families; seniors and caregivers; and resilient communities susceptible to reduced health, housing, financial, or social stability outcomes. It would authorize an additional six-year property tax levy for collection beginning in 2024 at \$0.10 per \$1,000 of assessed valuation, with the 2024 levy amount being the base for calculating annual increases by 3.5% in 2025- 2029; and exempt eligible seniors, veterans and disabled persons under RCW 84.36.381.

Should this proposition be:

Approved? _____

Rejected? _____

SECTION 6. Governance.

- A. If the levy is approved by the qualified electors of the county, the King County veterans, seniors and human services levy advisory board shall continue to serve in its capacity in accordance with K.C.C. 2A.300.540 now existing or hereafter amended.
- B. Beginning in 2025, the executive shall provide an online annual report to the council and community which shall include, but not be limited to:
 1. The levy's fiscal and performance management and accomplishments during the previous calendar year;
 2. The expenditure of levy proceeds by result area by ZIP Code in King County; and
 3. The number of individuals receiving levy-supported services by result area by ZIP Code in King County of where the individuals reside at the time of service.

SECTION 7. Implementation planning.

- A. Contingent upon voter approval of the ballot proposition described in section 5 of this ordinance, and by no later than October 31, 2023, the executive shall transmit for council review and adoption

by ordinance an implementation plan for the veterans, seniors and human services levy. The implementation plan shall:

1. Describe the forecasted expenditure of levy proceeds to achieve results related to the levy's five result areas of housing stability, healthy living, financial stability, social engagement, service system improvement and service system access for veterans and military servicemembers and their respective families, seniors and their caregivers, resilient communities, and regional impact initiatives, consistent with the eligible expenditures described in section 4 of this ordinance;
 2. Describe the planned portion of levy proceeds for veterans and military servicemembers and their respective families, seniors and their caregivers, resilient communities and regional impact initiatives to fund those regional health and human services that promote housing stability as required in section 4.B.5. of this ordinance;
 3. Identify and describe the levy strategies to stabilize the nonprofit regional health and human services workforce;
 4. Identify and describe the levy strategies to expand access to counseling or other behavioral health services, including for veterans and military servicemembers and their respective families and seniors and their caregivers who are not otherwise sufficiently served through community behavioral health providers;
 5. Identify and describe measurable results expected across each of the levy's five result areas for veterans and military servicemembers and their respective families, seniors and their caregivers, resilient communities and regional impact initiatives due to the expenditure of levy proceeds;
 6. Identify and describe a regular performance monitoring framework that will be used to assess and report on how well the veterans, seniors and human services levy is achieving those results identified and described in section 7.A.5. of this ordinance, including how the results will be evaluated for geographic distribution;
 7. Describe how the veterans, seniors and human services levy program-specific performance monitoring and reporting will be coordinated with performance monitoring and reporting on other dedicated human services funds such as the best starts for kids fund and the mental illness and drug dependency fund;
 8. Make recommendations for any refinements to the levy's governance described in section 6.A. of this ordinance and transmit separately for council review and adoption any applicable ordinances that would accomplish the recommended changes upon the effective date of those ordinances; and
 9. Describe how the executive shall make each online annual report described in section 6.B. of this ordinance digitally available to all councilmembers, to all members and alternate members of the regional policy committee, or its successor, and to the public.
- B. Until the council adopts by ordinance the implementation plan referenced in subsection A. of this section, subject to appropriation, levy proceeds may only be expended to continue existing levy-supported services into 2024 and consistent with the veterans, seniors and human services levy implementation plan adopted by Ordinance 18768.

SECTION 8. Exemption. The additional regular property taxes authorized by this ordinance shall be included in any real property tax exemption authorized by RCW 84.36.381.

SECTION 9. Ratification and confirmation. Certification of the proposition by the clerk of the county council to the director of elections in accordance with law before the primary election on August 1, 2023, and any other act consistent with the authority and before the effective date of this ordinance are hereby ratified and confirmed.

SECTION 10. Severability. If any provision of this ordinance or its application to any person or circumstance is held invalid, the remainder of the ordinance or the application of the provision to other persons or circumstances is not affected.

B. 2022-2023 VSHSL Renewal Community Engagement Meetings

Community Conversations (Held March 2022 – June 2022)

1. Bellevue, Mercer Island, and the Eastside of Lake Washington
2. Burien, Duwamish Valley, West Seattle, White Center
3. Central and Southeast Seattle
4. Downtown and Seattle area
5. Carnation, Duvall, Issaquah, Sammamish, and Skykomish
6. Federal Way, Algona, Auburn, Milton, Pacific
7. Kirkland, Redmond, Woodinville
8. Maple Valley, Black Diamond, Covington, Newcastle
9. North Lake WA cities
10. Northeast Seattle (Lake City, Northgate)
11. Northwest Seattle
12. Renton and Kent
13. SeaTac, Des Moines, Normandy Park, Tukwila
14. Skyway, West Hill, Bryn Mawr
15. Snoqualmie Valley and North Bend
16. Southeast King County (Enumclaw)
17. Southwest King County (Federal Way)
18. Vashon and Maury Island
19. LGBTQIA+ Community
20. Veterans, Servicemembers and their Families

Open Houses (Held April 2023 – June 2023)

1. Auburn Senior Activity Room
2. Bethaday Community Learning Center – White Center
3. El Centro de la Raza – Seattle
4. Enumclaw Community Center
5. Greenwood Senior Center – Seattle
6. Kent Memorial Park Building
7. North Bellevue Community Center
8. Northshore Senior Center
9. Sno-Valley Senior Center
10. Countywide, virtual open house

Focus Groups / Listening Sessions (Held March 2022 -August 2022) -

1. Bellevue Network on Aging
2. Civil legal providers
3. Community responses to violence/criminal legal system work group
4. Reentry programming staffing workgroup
5. King County Disability Consortium
6. King County District Court Regional Veterans Court staff work group
- 7-8. King County Veterans Program service participants (2 meetings)

9. Kinship Care Collaboration
10. Path with Art Veterans Cohort Steering Committee
- 11-13. Senior center directors (3 meetings)
14. Sound Generations' GRAT Team
15. Veterans with criminal legal involvement
- 16-18. VSHSL Advisory Board Population Committees (3 meetings)
19. VSHSL Summit Attendees
20. Women Veterans

Informational Presentations and Briefings (Held February 2022 – August 2023)

1. Aging and Disability Services (ADS) Advisory Council
2. Alliance of Eastside Agencies
3. Coalition Ending Gender-Based Violence – Domestic Violence/Sexual Assault Directors Group
4. Housing Development Policy Advisory Group
5. Housing Development Consortium Leadership Development Survey Course Panel
6. Immigrant and Refugee Extended Legal Defense Network
7. International Community Health Services' Aging in PACE
8. King County Alliance of Human Services
9. King County Council offices (22 meetings)
10. King County Regional Policy Committee offices (7 meetings)
11. North Urban Human Services Alliance
12. Service Employees International Union (SEIU) 775
13. Sound Cities Association
14. South King County Forum on Homelessness
15. Washington Department of Veterans Affairs
16. Workforce Development Council
17. YWCA Seattle | King | Snohomish

C. VSHSL Assessment Report Recommendations and Responsive Elements

Assessment Report Recommendation	Responsive Elements in this Implementation Plan
Continue to increase the number of affordable homes and continue strategies that prevent housing loss.	<u>Housing Stability</u>
Increase access and speed to open affordable housing.	<u>HS 1 - Affordable Housing and Shelter Operations and Capital</u> <u>HS 2 - Veteran Facility Operations and Capital</u>
Sustain and explore increasing investments in gender-based violence prevention programs to address the root causes of violence and abuse.	<u>HL 10 - Countywide Gender-Based Violence Prevention</u>
Explore community-based approaches that focus on community safety.	<u>HL 12 - Addressing Regional Gun Violence</u>
Sustain the Geriatric Regional Assessment Team’s ability to support senior health in the short- and long-term.	<u>HL 5 - Geriatric Regional Assessment Team</u>
Explore expansion of investments to prevent behavioral health crises.	<u>HL 2 - Mental Health Counseling</u>
Expand the Collaborative Case Management (CCM) program to meet needs.	<u>FS 1 - King County Veterans Program</u>
Modify and increase flexibility for veteran employment and training programs.	<u>FS 5 - Supporting Student Veterans and Their Families</u>
Redefine the virtual village concept as a model for aging in place.	<u>HS 5 - Senior Villages</u>
Consolidate separate veteran and senior caregiver community building and respite strategies.	<u>SE 4 - Caregiver Connections and Support</u>
Increase investments to support those reentering from the criminal legal system.	<u>SE 2C - Resilient Communities Reentry Spanning Services</u>
Maintain community-centered programming for survivors of gender-based violence.	<u>SS 4 - Gender-Based Violence System Navigation and Mobile Advocacy</u>

Assessment Report Recommendation	Responsive Elements in this Implementation Plan
Consolidate investments for people with disabilities through a comprehensive strategy for the disability community.	<u>SE 3 - Community Supports for Persons with Disabilities</u>
Expand role of veteran pathfinders to include direct services to veterans.	<u>SS 1 - Veteran Outreach and Resource Programs</u>
Increase flexibility of resources supporting the levy provider network.	<u>SS 6 - VSHSL Provider Learning Opportunities</u> <u>SS 7 - Countywide Nonprofit Workforce Surveys</u> <u>SS 8 - VSHSL Language Access Services</u>
Strengthen King County’s nonprofit workforce through continued wage studies and explore opportunities to decrease livable wage disparities.	<u>SS 7 - Countywide Nonprofit Workforce Surveys</u> <u>FS 6 - Human Services Workforce Stabilization</u>
Strengthen integration and alignment across the regional human services system.	<u>Aligning Performance Measurement and Reporting with Other Dedicated Human Services Funding Initiatives</u>
Invest in County staff capacity to connect residents and partners to resources.	<u>SS 9 - Resource Access Team</u>

D. Required Implementation Plan Elements from Ordinance 19604 and Responsive Sections

Required Implementation Plan Elements from Ordinance 19604	Links to Relevant Section(s)
<p>Describe the forecasted expenditure of levy proceeds to achieve results related to the levy's five result areas of housing stability, healthy living, financial stability, social engagement, service system improvement and service system access for VSHSL priority populations and Regional Impact Initiatives, consistent with Ordinance 19604, Section 4. <i>Section 7.A.1</i></p>	<ul style="list-style-type: none"> • Section IV.B - 2024-2029 Annual Expenditure Plan Overview • Section IV.C - VSHSL Strategies and Annual Expenditures by Result Area • Section IV.D - VSHSL Fiscal Policies
<p>Describe the planned portion of levy proceeds from each priority population and the Regional Impact Initiatives to fund strategies and programs that promote housing stability, as required by Ordinance 19604, Subsection 4.B.5. <i>Section 7.A.2</i></p>	<ul style="list-style-type: none"> • Section IV.C.1 - Housing Stability
<p>Identify and describe the levy strategies to stabilize the nonprofit regional health and human services workforce <i>Section 7.A.3</i></p>	<ul style="list-style-type: none"> • Section III.C.5 - Human Services Workforce • FS 6 - Human Services Workforce Stabilization • SS 7 – Countywide Nonprofit Workforce Surveys
<p>Identify and describe the levy strategies to expand access to counseling or other behavioral health services, including for levy populations who are not otherwise sufficiently served through community behavioral health providers. <i>Section 7.A.4</i></p>	<ul style="list-style-type: none"> • Section IV.A.1- How the VSHSL Expands Access to Counseling or Other Behavioral Health Services • HS 9 - Forensic Integrated Care and Supportive Housing • HL 1 - Behavioral Health Integration • HL 2 - Mental Health Counseling • HL 3 - Emergency Services Patrol • HL 5 - Geriatric Regional Assessment Team (GRAT) • HL 6 - Senior Health Promotion • HL 7 - Housing Health Outreach Team (HHOT) • SE 8 - Support Local Solutions

Required Implementation Plan Elements from Ordinance 19604	Links to Relevant Section(s)
<p>Identify and describe measurable results expected across each of the levy's five result areas for VSHSL priority populations and Regional Impact Initiatives due to the expenditure of levy proceeds.</p> <p><i>Section 7.A.5</i></p>	<ul style="list-style-type: none"> • Section IV.F - Measuring and Evaluating Performance of the VSHSL
<p>Identify and describe a regular performance monitoring framework that will be used to assess and report on how well the VSHSL is achieving those results identified and described in the previous section, including how the results will be evaluated for geographic distribution.</p> <p><i>Section 7.A.6</i></p>	<ul style="list-style-type: none"> • Section IV.A.1 – Ensuring Access to VSHSL Services Across King County While Reducing Disparities • Section IV.F.2 - Performance Measurement and Evaluation Framework • Section IV.F.5 - Reporting Methodology to Show Geographic Distribution by ZIP Code
<p>Describe how the VSHSL program-specific performance monitoring and reporting will be coordinated with performance monitoring and reporting on other dedicated human services funds such as the Best Starts for Kids Levy and the MIDD Behavioral Health Sales Tax Fund.</p> <p><i>Section 7.A.7</i></p>	<ul style="list-style-type: none"> • Section IV.G - Aligning Performance Measurement and Reporting with Other Dedicated Human Services Funding Initiatives • Section IV.F.4 - Reporting Methodology to Show Geographic Distribution by ZIP Code
<p>Make recommendations for any refinements to the levy's governance described in section 6.A. of this ordinance and transmit separately for council review and adoption any applicable ordinances that would accomplish the recommended changes upon the effective date of those ordinances</p> <p><i>Section 7.A.8</i></p>	<ul style="list-style-type: none"> • Section IV.E - VSHSL Advisory Board
<p>Describe how the executive shall make each online annual report described in section 6.B. of this ordinance digitally available to all councilmembers, to all members and alternate members of the regional policy committee, or its successor, and to the public.</p> <p><i>Section 7.A.9</i></p>	<ul style="list-style-type: none"> • Section IV.H - VSHSL Annual Reporting

E. Crosswalk of 2018-2023 VSHSL Strategies to Proposed 2024-2029 VSHSL Strategies

Which Current VSHSL Strategies Carry Forward into a Renewed VSHSL?

Former VSHSL Strategy Code and Name		Continues into 2024?	Renewed VSHSL Strategy Code and Name
Housing Stability			
HS 1	Build, Preserve, Operate Affordable Housing and Navigation Centers	Yes NEW	HS 1 Affordable Housing and Shelter Operations and Capital
HS 2.A	Master Leasing	Yes	HS 2 Veteran Facility Operations and Capital
HS 2.B	Shallow Rent Subsidies/Rental Assistance	No	This strategy will be discontinued. Funds are prioritized for other housing stability strategies.
HS 3.A	Senior Home Repair and Age In Place Modifications	Yes	HS 4 Senior Home Repair and Age In Place Modifications
HS 3.B	Adaptive Devices, Training and Counseling	No	This program's functions will be incorporated as an eligible expenditure across the strategies in a renewed VSHSL.
SE 4.A	Senior Virtual Villages	Yes	HS 5 Senior Villages
HS 4	Navigate Homeless Veterans to Housing	Yes	HS 6 Navigate Homeless Veterans to Housing
HS 5.A	Housing Counseling and Foreclosure Prevention	Yes	HS 7 Housing Counseling and Foreclosure Prevention
HS 5.B	Alternative Dispute Resolution	No	This program's functions are covered under other state funding sources available for King County residents.
HS 5.C	Legal Aid	Yes	HS 8 Housing Legal Aid
HS 5.D	Housing Stability Program	No	This strategy will be discontinued. Funds are prioritized for other housing stability strategies.
HS 6	Promote Home Ownership	No	This strategy will be discontinued. Funds are prioritized for other housing stability strategies.
HS 7.A	Forensic Supportive Housing Models	Yes	HS 9 Forensic Integrated Care and Supportive Housing
HS 7.B	Passage Point	Yes	HS 10 Passage Point
Healthy Living			
HL 1.B	Maternal Depression Reduction	Yes	HL 1 Behavioral Health Integration
HL 1.G	Behavioral Health Integration		
HL 1.C	Veterans PTSD, MST and End of Life Counseling ¹	Yes	HL 2 Mental Health Counseling
HL 1.D	Military Family Counseling	Yes	HL 3 Emergency Services Patrol
HL 1.E	Sobering and Emergency Services Patrol		
HL 1.F	Veterans Court Clinician and Mentor Coordinator	Yes	HL 4 Veterans Court Mental Health Screeners
HL 1.H	Geriatric Regional Assessment Team 2.0	Yes	HL 5 Geriatric Regional Assessment Team (GRAT)
HL 1.A	Senior Depression Intervention	Yes	HL 6 Senior Health Promotion
HL 2.A	Evidence-Based Senior Health Promotion		
HL 2.B	Housing Health Outreach Team	Yes	HL 7 Housing Health Outreach Team
HL 2.C	Mobile Meal Delivery for Seniors	Yes	HL 8 Mobile Meal Delivery for Seniors
HL 2.D	Connections to In-Home Care	Yes	HL 9 Connections to Care
HL 3.A	Countywide DV/SA/CSE Prevention Pilot ²	Yes	HL 10 Countywide Gender-Based Violence and Trafficking Prevention
HL 3.B	Elder Abuse Multi-Disciplinary Team	Yes	HL 11 Elder Abuse Multi-Disciplinary Team
HL 3.C	Support Community Strategies to Address Gun Violence	NEW	HL 12 Addressing Regional Gun Violence
HL 4.A	Nurse Family Partnership	Yes	HL 13 Nurse-Family Partnership
HL 4.B	Healthy Start	Yes	HL 14 Home-Based Services
HL 4.C	Parent Education and Support	Yes	HL 15 Community-Based Parenting Supports
		NEW	HL 16 Support Food Security in King County
		NEW	HL 17 Assessing Opportunities to Promote Health Insurance Coverage for Newly Eligible Populations
Financial Stability			
FS 4	King County Veterans Program	Yes	FS 1 King County Veterans Program
FS 1.A	Employment Training, Placement and Supports	Yes	FS 2 Employment Training, Placement and Supports
FS 1.C	Leverage Government Benefits	Yes	FS 3 Benefit Application and Appeals Assistance
FS 2	Promote Financial Literacy	No	This strategy will be discontinued. Funds are prioritized for other financial stability strategies.
FS 1.B	King County Veterans Fellowship	Yes	FS 4 King County Veterans Fellowship
FS 3.A	Vet Corps	Yes	FS 5 Support for Student Veterans and Their Families
FS 3.B	Student Veteran Child Care Pilot		
		NEW	FS 6 Human Services Workforce Stabilization
Social Engagement			
SE 3	Stabilize and Transform Senior Centers	Yes	SE 1 Support Senior Centers
SE 1.A	Incarcerated Veterans Case Management Program	Yes	SE 2A Incarcerated Veterans Case Management Program and Reentry Spanning Services
SE 1.B	Maleng Regional Justice Center (MRJC) Veterans Pod and Reentry Spanning Services	Yes	SE 2B Maleng Regional Justice Center (MRJC) Veterans Program (Unfunded)
SE 1.C	Resilient Communities Reentry Spanning Services	Yes	SE 2C Resilient Communities Reentry Spanning Services
		NEW	SE 3 Community Supports for Persons with Disabilities
SE 2.A	Caregiver Community Building	Yes	SE 4 Caregiver Connections and Support

E. Crosswalk of 2018-2023 VSHSL Strategies to Proposed 2024-2029 VSHSL Strategies

Which Current VSHSL Strategies Carry Forward into a Renewed VSHSL?

Former VSHSL Strategy Code and Name		Continues into 2024?	Renewed VSHSL Strategy Code and Name
SE 2.B	Caregiver Respite	Yes	SE 4 Caregiver Connections and Support
SE 2.C	Kinship Care Supports	Yes	SE 5 Kinship Care Supports
SE 4.B	Veterans, Servicemembers and Family Community Building	Yes	SE 6 Major Peter von Reichbauer (Ret.) Veteran Service Organization Grant Program SE 7 Vets Engaged
SE 5	Understand Community Priorities	No	Community engagement will be covered by DCHS staff.
HS 8	Support Local Solutions	Yes	SE 8 Support Local Solutions
		NEW	SE 9 Short-Term Engagement Projects
SE 6	Support Immigrant and Refugee Legal Services	Yes	SE 10 Support Services for Immigrants and Refugees
Service System Access and Improvement			
SS 1.A	Pathfinder Training and Coordination	Yes	SS 1 Veteran Outreach and Resource Programs
SS 1.B	Women and Transgender Veterans Pathfinders		
SS 1.C	Veterans of Color Pathfinders		
SS 1.D	Veteran and Military Families Pathfinders		
SS 1.E	Native American Veterans Pathfinders		
SS 1.F	Persons Experiencing Unsheltered Homelessness Pathfinders		
SS 2.A	Mobile Medical Outreach	Yes	SS 2 Mobile Medical Outreach
SS 2.C	Consolidated Domestic Violence Hotline	Yes	SS 3 Consolidated Domestic Violence Hotline
SS 3.A	Countywide CSE Survivor Case Management Collaborative ²	Yes	SS 4 Gender-Based Violence Specialized System Navigation and Mobile Advocacy
SS 3.B	Survivor-Centered Mobile Advocacy for DV and SA ²		
SS 3.C	System Navigation for Persons with Disabilities and their Caregivers	No	This strategy will continue as SE 3 and SE 4 in order to consolidate investments for persons with disabilities and create a comprehensive investment for the disability community.
SS 4.A	Veterans Training Support Center	Yes	SS 5 Veteran Providers Training Supports
SS 4.B	VSHSL Core Competencies	Yes	SS 6 VSHSL Provider Learning Opportunities
SS 4.C	Countywide Non-Profit Wage Survey	Yes	SS 7 Countywide Nonprofit Workforce Surveys
SS 4.D	Translate Levy Provider Materials and Interpreter Services	Yes	SS 8 VSHSL Language Access Services
SS 2.B	Countywide Information and Referral	Yes	SS 9 Resource Access Team
SS 2.D	Remote Access from Rural Food Banks Pilot		
SS 3.D	Cultural Navigator		
		NEW	SS 10 Veterans Legal Aid Clinic or Fellowship
TACB	Technical Assistance and Capacity Building	Yes	TACB Technical Assistance and Capacity Building
PA	Planning and Administration	Yes	PA Planning and Administration
EVAL	Performance Measurement and Evaluation	Yes	EVAL Performance Measurement and Evaluation
CPC	Community Partnership and Communications	Yes	CPC Community Partnership and Communications
The continuation or merging of a VSHSL strategy into a renewed VSHSL Implementation Plan does not guarantee or imply continuation of the particular contractor or contractors who were funded to provide the current VSHSL programs or services.			
Acronyms Used			
1. PTSD = post-traumatic stress disorder, MST = military sexual trauma			
2. DV = domestic violence, SA = sexual assault, and CSE = commercial sexual exploitation			

F. 2024-2029 Estimated Funding Allocation Tables

F. 2024-2029 Estimated Funding Allocation Tables		2024-2029 Six-Year Total				
Strategy		Veterans	Seniors	Resilient Communities	Regional Impact Initiatives	Six-Year Total
		30%	30%	30%	10%	100%
Total Allocated		\$163,948,000	\$163,948,000	\$163,948,000	\$54,649,000	\$546,493,000
Housing Stability Subtotal		\$60,836,000	\$41,928,000	\$38,769,000	\$7,154,000	\$148,687,000
Affordable Housing and Shelter Operations and Capital	HS 1	\$18,800,000	\$18,710,000	\$17,908,000	\$7,154,000	\$62,572,000
Veteran Facility Operations and Capital	HS 2	\$33,676,000	\$0	\$0	\$0	\$33,676,000
Master Leasing	HS 3	\$0	\$1,000,000	\$5,182,000	\$0	\$6,182,000
Senior Home Repair and Age In Place Modifications	HS 4	\$0	\$8,428,000	\$0	\$0	\$8,428,000
Senior Villages	HS 5	\$0	\$9,922,000	\$0	\$0	\$9,922,000
Navigate Homeless Veterans to Housing	HS 6	\$4,492,000	\$0	\$0	\$0	\$4,492,000
Housing Counseling and Foreclosure Prevention	HS 7	\$782,000	\$782,000	\$721,000	\$0	\$2,285,000
Housing Legal Aid	HS 8	\$3,085,000	\$3,085,000	\$3,527,000	\$0	\$9,697,000
Forensic Integrated Care and Supportive Housing	HS 9	\$0	\$0	\$7,025,000	\$0	\$7,025,000
Passage Point	HS 10	\$0	\$0	\$4,407,000	\$0	\$4,407,000
Healthy Living Subtotal		\$6,542,000	\$29,703,000	\$27,443,000	\$5,482,000	\$69,170,000
Behavioral Health Integration	HL 1	\$0	\$714,000	\$7,535,000	\$0	\$8,249,000
Mental Health Counseling	HL 2	\$4,399,000	\$2,000,000	\$0	\$0	\$6,399,000
Emergency Services Patrol	HL 3	\$0	\$0	\$1,614,000	\$0	\$1,614,000
Veterans Court Mental Health Screeners	HL 4	\$2,143,000	\$0	\$0	\$0	\$2,143,000
Geriatric Regional Assessment Team	HL 5	\$0	\$2,857,000	\$0	\$0	\$2,857,000
Senior Health Promotion	HL 6	\$0	\$11,000,000	\$0	\$0	\$11,000,000
Housing Health Outreach Team	HL 7	\$0	\$6,496,000	\$2,607,000	\$0	\$9,103,000
Mobile Meal Delivery for Seniors	HL 8	\$0	\$2,857,000	\$0	\$0	\$2,857,000
Connections to Care	HL 9	\$0	\$1,200,000	\$0	\$0	\$1,200,000
Countywide Gender-Based Violence and Trafficking Prevention	HL 10	\$0	\$0	\$9,297,000	\$0	\$9,297,000
Elder Abuse Multi-Disciplinary Team	HL 11	\$0	\$2,579,000	\$0	\$0	\$2,579,000
Addressing Regional Gun Violence	HL 12	\$0	\$0	\$978,000	\$5,482,000	\$6,460,000
Nurse-Family Partnership	HL 13	\$0	\$0	\$2,787,000	\$0	\$2,787,000
Home-Based Services	HL 14	\$0	\$0	\$1,466,000	\$0	\$1,466,000
Community-Based Parenting Supports	HL 15	\$0	\$0	\$1,158,000	\$0	\$1,158,000
Support Food Security in King County	HL16	\$0	\$0	\$0	\$0	\$0
Assessing Opportunities to Promote Health Insurance Coverage for Newly Eligible Populations	HL17	\$0	\$0	\$0	\$0	\$0
Financial Stability Subtotal		\$48,053,000	\$12,502,000	\$32,923,000	\$25,460,000	\$118,938,000
King County Veterans Program	FS 1	\$34,996,000	\$0	\$0	\$0	\$34,996,000
Employment Training, Placement, and Supports	FS 2	\$3,000,000	\$5,000,000	\$5,380,000	\$0	\$13,380,000
Benefit Application and Appeals Assistance	FS 3	\$3,857,000	\$1,543,000	\$1,543,000	\$0	\$6,942,000
King County Veterans Fellowship	FS 4	\$1,200,000	\$0	\$0	\$0	\$1,200,000
Support for Student Veterans and their Families	FS 5	\$5,000,000	\$0	\$0	\$0	\$5,000,000
Human Services Workforce Stabilization	FS 6	\$0	\$5,959,000	\$26,000,000	\$25,460,000	\$57,419,000
Social Engagement Subtotal		\$6,222,000	\$44,895,000	\$12,971,000	\$4,042,000	\$68,131,000
Support Senior Centers	SE 1	\$2,678,000	\$38,771,000	\$0	\$0	\$41,449,000
Incarcerated Veterans Case Management Program and Reentry Spanning Services	SE 2A	\$1,191,000	\$0	\$0	\$0	\$1,191,000
Maleng Regional Justice Center (MRJC) Veterans Program	SE 2B	\$0	\$0	\$0	\$0	\$0
Resilient Communities Reentry Spanning Services	SE 2C	\$0	\$0	\$3,401,000	\$0	\$3,401,000
Community Supports for Persons with Disabilities	SE 3	\$0	\$1,360,000	\$1,786,000	\$0	\$3,146,000
Caregiver Connections and Support	SE 4	\$370,000	\$3,353,000	\$1,500,000	\$0	\$5,223,000
Kinship Care Supports	SE 5	\$0	\$1,125,000	\$0	\$0	\$1,125,000
Major Peter von Reichbauer (Ret.) Veteran Service Organization Grant Program	SE 6	\$810,000	\$0	\$0	\$0	\$810,000
Vets Engaged	SE 7	\$1,173,000	\$0	\$0	\$0	\$1,173,000
Support Local Solutions	SE 8	\$0	\$0	\$0	\$4,042,000	\$4,042,000
Short-Term Engagement Projects	SE 9	\$0	\$286,000	\$286,000	\$0	\$571,000
Support Services for Immigrants and Refugees	SE 10	\$0	\$0	\$5,999,000	\$0	\$5,999,000
Service System Access and Improvement Subtotal		\$22,720,000	\$15,345,000	\$32,266,000	\$1,071,000	\$71,403,000
Veteran Outreach and Resource Programs	SS 1	\$16,526,000	\$0	\$0	\$0	\$16,526,000
Mobile Medical Outreach	SS 2	\$0	\$8,570,000	\$1,360,000	\$0	\$9,931,000
Consolidated Domestic Violence Hotline	SS 3	\$0	\$0	\$5,499,000	\$0	\$5,499,000
Gender-Based Violence System Navigation and Mobile Advocacy	SS 4	\$0	\$0	\$18,180,000	\$0	\$18,180,000
Veteran Provider Training Supports	SS 5	\$2,285,000	\$0	\$0	\$0	\$2,285,000
VSHSL Provider Learning Opportunities	SS 6	\$0	\$0	\$0	\$214,000	\$214,000
Countywide Nonprofit Workforce Surveys	SS 7	\$0	\$0	\$0	\$429,000	\$429,000
VSHSL Language Access Services	SS 8	\$0	\$0	\$0	\$429,000	\$429,000
Resource Access Team	SS 9	\$2,708,000	\$6,774,000	\$7,227,000	\$0	\$16,709,000
Veterans Civil Legal Aid Clinic or Fellowship	SS 10	\$1,200,000	\$0	\$0	\$0	\$1,200,000
Technical Assistance and Capacity Building (TA/CB)	TACB	\$0	\$0	\$0	\$6,655,000	\$6,655,000
8.5% Placeholder for Planning and Administration	PA	\$14,354,000	\$14,354,000	\$14,354,000	\$4,785,000	\$47,847,000
Performance Measurement and Evaluation	EVAL	\$3,971,000	\$3,971,000	\$3,971,000	\$0	\$11,913,000
Community Partnership and Communications	CPC	\$1,250,000	\$1,250,000	\$1,250,000	\$0	\$3,750,000
Annual Total Allocation	Total	\$163,948,000	\$163,948,000	\$163,948,000	\$54,649,000	\$546,493,000

F. 2024-2029 Estimated Funding Allocation Tables

2024

Strategy		Veterans	Seniors	Resilient Communities	Regional Impact Initiatives	2024 Total
Total Allocated		\$37,706,000	\$24,772,000	\$25,136,000	\$8,005,000	\$95,619,000
Housing Stability Subtotal		\$23,907,000	\$6,100,000	\$5,694,000	\$993,000	\$36,694,000
Affordable Housing and Shelter Operations and Capital	HS 1	\$2,740,000	\$2,751,000	\$2,692,000	\$993,000	\$9,176,000
Veteran Facility Operations and Capital	HS 2	\$20,000,000	\$0	\$0	\$0	\$20,000,000
Master Leasing	HS 3	\$0	\$147,000	\$762,000	\$0	\$909,000
Senior Home Repair and Age In Place Modifications	HS 4	\$0	\$1,239,000	\$0	\$0	\$1,239,000
Senior Villages	HS 5	\$0	\$1,425,000	\$0	\$0	\$1,425,000
Navigate Homeless Veterans to Housing	HS 6	\$629,000	\$0	\$0	\$0	\$629,000
Housing Counseling and Foreclosure Prevention	HS 7	\$106,000	\$106,000	\$106,000	\$0	\$318,000
Housing Legal Aid	HS 8	\$432,000	\$432,000	\$485,000	\$0	\$1,349,000
Forensic Integrated Care and Supportive Housing	HS 9	\$0	\$0	\$1,033,000	\$0	\$1,033,000
Passage Point	HS 10	\$0	\$0	\$617,000	\$0	\$617,000
Healthy Living Subtotal		\$1,048,000	\$4,903,000	\$4,454,000	\$914,000	\$11,319,000
Behavioral Health Integration	HL 1	\$0	\$105,000	\$1,108,000	\$0	\$1,213,000
Mental Health Counseling	HL 2	\$733,000	\$294,000	\$0	\$0	\$1,027,000
Emergency Services Patrol	HL 3	\$0	\$0	\$237,000	\$0	\$237,000
Veterans Court Mental Health Screeners	HL 4	\$315,000	\$0	\$0	\$0	\$315,000
Geriatric Regional Assessment Team	HL 5	\$0	\$420,000	\$0	\$0	\$420,000
Senior Health Promotion	HL 6	\$0	\$2,153,000	\$0	\$0	\$2,153,000
Housing Health Outreach Team	HL 7	\$0	\$955,000	\$383,000	\$0	\$1,338,000
Mobile Meal Delivery for Seniors	HL 8	\$0	\$420,000	\$0	\$0	\$420,000
Connections to Care	HL 9	\$0	\$176,000	\$0	\$0	\$176,000
Countywide Gender-Based Violence and Trafficking Prevention	HL 10	\$0	\$0	\$1,367,000	\$0	\$1,367,000
Elder Abuse Multi-Disciplinary Team	HL 11	\$0	\$379,000	\$0	\$0	\$379,000
Addressing Regional Gun Violence	HL 12	\$0	\$0	\$163,000	\$914,000	\$1,077,000
Nurse-Family Partnership	HL 13	\$0	\$0	\$616,000	\$0	\$616,000
Home-Based Services	HL 14	\$0	\$0	\$324,000	\$0	\$324,000
Community-Based Parenting Supports	HL 15	\$0	\$0	\$256,000	\$0	\$256,000
Support Food Security in King County	HL16	\$0	\$0	\$0	\$0	\$0
Assessing Opportunities to Promote Health Insurance Coverage for Newly Eligible Populations	HL17	\$0	\$0	\$0	\$0	\$0
Financial Stability Subtotal		\$5,885,000	\$1,838,000	\$5,284,000	\$3,606,000	\$16,613,000
King County Veterans Program	FS 1	\$5,145,000	\$0	\$0	\$0	\$5,145,000
Employment Training, Placement, and Supports	FS 2	\$0	\$735,000	\$1,235,000	\$0	\$1,970,000
Benefit Application and Appeals Assistance	FS 3	\$540,000	\$227,000	\$227,000	\$0	\$994,000
King County Veterans Fellowship	FS 4	\$200,000	\$0	\$0	\$0	\$200,000
Support for Student Veterans and their Families	FS 5	\$0	\$0	\$0	\$0	\$0
Human Services Workforce Stabilization	FS 6	\$0	\$876,000	\$3,822,000	\$3,606,000	\$8,304,000
Social Engagement Subtotal		\$980,000	\$6,852,000	\$2,182,000	\$674,000	\$10,687,000
Support Senior Centers	SE 1	\$394,000	\$5,700,000	\$0	\$0	\$6,094,000
Incarcerated Veterans Case Management Program and Reentry Spanning Services	SE 2A	\$81,000	\$0	\$0	\$0	\$81,000
Maleng Regional Justice Center (MRJC) Veterans Program	SE 2B	\$0	\$0	\$0	\$0	\$0
Resilient Communities Reentry Spanning Services	SE 2C	\$0	\$0	\$500,000	\$0	\$500,000
Community Supports for Persons with Disabilities	SE 3	\$0	\$200,000	\$298,000	\$0	\$498,000
Caregiver Connections and Support	SE 4	\$370,000	\$660,000	\$460,000	\$0	\$1,490,000
Kinship Care Supports	SE 5	\$0	\$250,000	\$0	\$0	\$250,000
Major Peter von Reichbauer (Ret.) Veteran Service Organization Grant Program	SE 6	\$135,000	\$0	\$0	\$0	\$135,000
Vets Engaged	SE 7	\$0	\$0	\$0	\$0	\$0
Support Local Solutions	SE 8	\$0	\$0	\$0	\$674,000	\$674,000
Short-Term Engagement Projects	SE 9	\$0	\$42,000	\$42,000	\$0	\$84,000
Support Services for Immigrants and Refugees	SE 10	\$0	\$0	\$882,000	\$0	\$882,000
Service System Access and Improvement Subtotal		\$3,070,000	\$2,263,000	\$4,705,000	\$158,000	\$10,196,000
Veteran Outreach and Resource Programs	SS 1	\$2,109,000	\$0	\$0	\$0	\$2,109,000
Mobile Medical Outreach	SS 2	\$0	\$1,260,000	\$200,000	\$0	\$1,460,000
Consolidated Domestic Violence Hotline	SS 3	\$0	\$0	\$770,000	\$0	\$770,000
Gender-Based Violence System Navigation and Mobile Advocacy	SS 4	\$0	\$0	\$2,673,000	\$0	\$2,673,000
Veteran Provider Training Supports	SS 5	\$320,000	\$0	\$0	\$0	\$320,000
VSHSL Provider Learning Opportunities	SS 6	\$0	\$0	\$0	\$32,000	\$32,000
Countywide Nonprofit Workforce Surveys	SS 7	\$0	\$0	\$0	\$63,000	\$63,000
VSHSL Language Access Services	SS 8	\$0	\$0	\$0	\$63,000	\$63,000
Resource Access Team	SS 9	\$441,000	\$1,003,000	\$1,062,000	\$0	\$2,507,000
Veterans Civil Legal Aid Clinic or Fellowship	SS 10	\$200,000	\$0	\$0	\$0	\$200,000
		\$0	\$0	\$0	\$0	\$0
Technical Assistance and Capacity Building (TA/CB)	TACB	\$0	\$0	\$0	\$978,000	\$978,000
8.5% Placeholder for Planning and Administration	PA	\$2,049,000	\$2,049,000	\$2,049,000	\$683,000	\$6,829,000
Performance Measurement and Evaluation	EVAL	\$584,000	\$584,000	\$584,000	\$0	\$1,751,000
Community Partnership and Communications	CPC	\$184,000	\$184,000	\$184,000	\$0	\$551,000
Annual Total Allocation	Total	\$37,706,000	\$24,772,000	\$25,136,000	\$8,005,000	\$95,619,000

F. 2024-2029 Estimated Funding Allocation Tables

2025

Strategy		Veterans	Seniors	Resilient Communities	Regional Impact Initiatives	2025 Total
Total Allocated		\$23,542,000	\$25,352,000	\$26,010,000	\$8,409,000	\$83,313,000
Housing Stability Subtotal		\$7,766,000	\$6,405,000	\$5,954,000	\$1,068,000	\$21,192,000
Affordable Housing and Shelter Operations and Capital	HS 1	\$2,887,000	\$2,888,000	\$2,801,000	\$1,068,000	\$9,644,000
Veteran Facility Operations and Capital	HS 2	\$3,653,000	\$0	\$0	\$0	\$3,653,000
Master Leasing	HS 3	\$0	\$154,000	\$800,000	\$0	\$954,000
Senior Home Repair and Age In Place Modifications	HS 4	\$0	\$1,301,000	\$0	\$0	\$1,301,000
Senior Villages	HS 5	\$0	\$1,496,000	\$0	\$0	\$1,496,000
Navigate Homeless Veterans to Housing	HS 6	\$660,000	\$0	\$0	\$0	\$660,000
Housing Counseling and Foreclosure Prevention	HS 7	\$111,000	\$111,000	\$111,000	\$0	\$334,000
Housing Legal Aid	HS 8	\$454,000	\$454,000	\$509,000	\$0	\$1,416,000
Forensic Integrated Care and Supportive Housing	HS 9	\$0	\$0	\$1,084,000	\$0	\$1,084,000
Passage Point	HS 10	\$0	\$0	\$648,000	\$0	\$648,000
Healthy Living Subtotal		\$1,064,000	\$4,657,000	\$4,609,000	\$914,000	\$11,243,000
Behavioral Health Integration	HL 1	\$0	\$110,000	\$1,163,000	\$0	\$1,273,000
Mental Health Counseling	HL 2	\$733,000	\$309,000	\$0	\$0	\$1,042,000
Emergency Services Patrol	HL 3	\$0	\$0	\$249,000	\$0	\$249,000
Veterans Court Mental Health Screeners	HL 4	\$331,000	\$0	\$0	\$0	\$331,000
Geriatric Regional Assessment Team	HL 5	\$0	\$441,000	\$0	\$0	\$441,000
Senior Health Promotion	HL 6	\$0	\$1,769,000	\$0	\$0	\$1,769,000
Housing Health Outreach Team	HL 7	\$0	\$1,003,000	\$402,000	\$0	\$1,405,000
Mobile Meal Delivery for Seniors	HL 8	\$0	\$441,000	\$0	\$0	\$441,000
Connections to Care	HL 9	\$0	\$185,000	\$0	\$0	\$185,000
Countywide Gender-Based Violence and Trafficking Prevention	HL 10	\$0	\$0	\$1,435,000	\$0	\$1,435,000
Elder Abuse Multi-Disciplinary Team	HL 11	\$0	\$398,000	\$0	\$0	\$398,000
Addressing Regional Gun Violence	HL 12	\$0	\$0	\$163,000	\$914,000	\$1,077,000
Nurse-Family Partnership	HL 13	\$0	\$0	\$616,000	\$0	\$616,000
Home-Based Services	HL 14	\$0	\$0	\$324,000	\$0	\$324,000
Community-Based Parenting Supports	HL 15	\$0	\$0	\$256,000	\$0	\$256,000
Support Food Security in King County	HL16	\$0	\$0	\$0	\$0	\$0
Assessing Opportunities to Promote Health Insurance Coverage for Newly Eligible Populations	HL17	\$0	\$0	\$0	\$0	\$0
Financial Stability Subtotal		\$7,345,000	\$1,930,000	\$5,548,000	\$3,844,000	\$18,668,000
King County Veterans Program	FS 1	\$5,402,000	\$0	\$0	\$0	\$5,402,000
Employment Training, Placement, and Supports	FS 2	\$441,000	\$772,000	\$1,297,000	\$0	\$2,510,000
Benefit Application and Appeals Assistance	FS 3	\$567,000	\$238,000	\$238,000	\$0	\$1,043,000
King County Veterans Fellowship	FS 4	\$200,000	\$0	\$0	\$0	\$200,000
Support for Student Veterans and their Families	FS 5	\$735,000	\$0	\$0	\$0	\$735,000
Human Services Workforce Stabilization	FS 6	\$0	\$920,000	\$4,014,000	\$3,844,000	\$8,778,000
Social Engagement Subtotal		\$806,000	\$7,028,000	\$2,001,000	\$674,000	\$10,508,000
Support Senior Centers	SE 1	\$413,000	\$5,985,000	\$0	\$0	\$6,398,000
Incarcerated Veterans Case Management Program and Reentry Spanning Services	SE 2A	\$85,000	\$0	\$0	\$0	\$85,000
Maleng Regional Justice Center (MRJC) Veterans Program	SE 2B	\$0	\$0	\$0	\$0	\$0
Resilient Communities Reentry Spanning Services	SE 2C	\$0	\$0	\$525,000	\$0	\$525,000
Community Supports for Persons with Disabilities	SE 3	\$0	\$210,000	\$298,000	\$0	\$508,000
Caregiver Connections and Support	SE 4	\$0	\$539,000	\$208,000	\$0	\$747,000
Kinship Care Supports	SE 5	\$0	\$250,000	\$0	\$0	\$250,000
Major Peter von Reichbauer (Ret.) Veteran Service Organization Grant Program	SE 6	\$135,000	\$0	\$0	\$0	\$135,000
Vets Engaged	SE 7	\$173,000	\$0	\$0	\$0	\$173,000
Support Local Solutions	SE 8	\$0	\$0	\$0	\$674,000	\$674,000
Short-Term Engagement Projects	SE 9	\$0	\$44,000	\$44,000	\$0	\$88,000
Support Services for Immigrants and Refugees	SE 10	\$0	\$0	\$926,000	\$0	\$926,000
Service System Access and Improvement Subtotal		\$3,604,000	\$2,376,000	\$4,940,000	\$165,000	\$11,086,000
Veteran Outreach and Resource Programs	SS 1	\$2,605,000	\$0	\$0	\$0	\$2,605,000
Mobile Medical Outreach	SS 2	\$0	\$1,323,000	\$210,000	\$0	\$1,533,000
Consolidated Domestic Violence Hotline	SS 3	\$0	\$0	\$809,000	\$0	\$809,000
Gender-Based Violence System Navigation and Mobile Advocacy	SS 4	\$0	\$0	\$2,806,000	\$0	\$2,806,000
Veteran Provider Training Supports	SS 5	\$336,000	\$0	\$0	\$0	\$336,000
VSHSL Provider Learning Opportunities	SS 6	\$0	\$0	\$0	\$33,000	\$33,000
Countywide Nonprofit Workforce Surveys	SS 7	\$0	\$0	\$0	\$66,000	\$66,000
VSHSL Language Access Services	SS 8	\$0	\$0	\$0	\$66,000	\$66,000
Resource Access Team	SS 9	\$463,000	\$1,053,000	\$1,116,000	\$0	\$2,632,000
Veterans Civil Legal Aid Clinic or Fellowship	SS 10	\$200,000	\$0	\$0	\$0	\$200,000
		\$0	\$0	\$0	\$0	\$0
Technical Assistance and Capacity Building (TA/CB)	TACB	\$0	\$0	\$0	\$1,027,000	\$1,027,000
8.5% Placeholder for Planning and Administration	PA	\$2,151,000	\$2,151,000	\$2,151,000	\$717,000	\$7,171,000
Performance Measurement and Evaluation	EVAL	\$613,000	\$613,000	\$613,000	\$0	\$1,839,000
Community Partnership and Communications	CPC	\$193,000	\$193,000	\$193,000	\$0	\$579,000
Annual Total Allocation	Total	\$23,542,000	\$25,352,000	\$26,010,000	\$8,409,000	\$83,313,000

F. 2024-2029 Estimated Funding Allocation Tables

2026

Strategy		Veterans	Seniors	Resilient Communities	Regional Impact Initiatives	2026 Total
Total Allocated		\$25,126,000	\$26,492,000	\$26,552,000	\$8,833,000	\$87,003,000
Housing Stability Subtotal		\$8,031,000	\$6,725,000	\$6,227,000	\$1,146,000	\$22,129,000
Affordable Housing and Shelter Operations and Capital	HS 1	\$3,042,000	\$3,033,000	\$2,916,000	\$1,146,000	\$10,137,000
Veteran Facility Operations and Capital	HS 2	\$3,653,000	\$0	\$0	\$0	\$3,653,000
Master Leasing	HS 3	\$0	\$162,000	\$840,000	\$0	\$1,002,000
Senior Home Repair and Age In Place Modifications	HS 4	\$0	\$1,366,000	\$0	\$0	\$1,366,000
Senior Villages	HS 5	\$0	\$1,571,000	\$0	\$0	\$1,571,000
Navigate Homeless Veterans to Housing	HS 6	\$743,000	\$0	\$0	\$0	\$743,000
Housing Counseling and Foreclosure Prevention	HS 7	\$117,000	\$117,000	\$117,000	\$0	\$351,000
Housing Legal Aid	HS 8	\$476,000	\$476,000	\$535,000	\$0	\$1,487,000
Forensic Integrated Care and Supportive Housing	HS 9	\$0	\$0	\$1,139,000	\$0	\$1,139,000
Passage Point	HS 10	\$0	\$0	\$680,000	\$0	\$680,000
Healthy Living Subtotal		\$1,081,000	\$4,801,000	\$4,771,000	\$914,000	\$11,566,000
Behavioral Health Integration	HL 1	\$0	\$116,000	\$1,221,000	\$0	\$1,337,000
Mental Health Counseling	HL 2	\$733,000	\$324,000	\$0	\$0	\$1,057,000
Emergency Services Patrol	HL 3	\$0	\$0	\$262,000	\$0	\$262,000
Veterans Court Mental Health Screeners	HL 4	\$347,000	\$0	\$0	\$0	\$347,000
Geriatric Regional Assessment Team	HL 5	\$0	\$463,000	\$0	\$0	\$463,000
Senior Health Promotion	HL 6	\$0	\$1,769,000	\$0	\$0	\$1,769,000
Housing Health Outreach Team	HL 7	\$0	\$1,053,000	\$423,000	\$0	\$1,475,000
Mobile Meal Delivery for Seniors	HL 8	\$0	\$463,000	\$0	\$0	\$463,000
Connections to Care	HL 9	\$0	\$195,000	\$0	\$0	\$195,000
Countywide Gender-Based Violence and Trafficking Prevention	HL 10	\$0	\$0	\$1,507,000	\$0	\$1,507,000
Elder Abuse Multi-Disciplinary Team	HL 11	\$0	\$418,000	\$0	\$0	\$418,000
Addressing Regional Gun Violence	HL 12	\$0	\$0	\$163,000	\$914,000	\$1,077,000
Nurse-Family Partnership	HL 13	\$0	\$0	\$616,000	\$0	\$616,000
Home-Based Services	HL 14	\$0	\$0	\$324,000	\$0	\$324,000
Community-Based Parenting Supports	HL 15	\$0	\$0	\$256,000	\$0	\$256,000
Support Food Security in King County	HL16	\$0	\$0	\$0	\$0	\$0
Assessing Opportunities to Promote Health Insurance Coverage for Newly Eligible Populations	HL17	\$0	\$0	\$0	\$0	\$0
Financial Stability Subtotal		\$8,093,000	\$2,026,000	\$5,126,000	\$4,095,000	\$19,340,000
King County Veterans Program	FS 1	\$5,672,000	\$0	\$0	\$0	\$5,672,000
Employment Training, Placement, and Supports	FS 2	\$593,000	\$810,000	\$662,000	\$0	\$2,065,000
Benefit Application and Appeals Assistance	FS 3	\$638,000	\$250,000	\$250,000	\$0	\$1,138,000
King County Veterans Fellowship	FS 4	\$200,000	\$0	\$0	\$0	\$200,000
Support for Student Veterans and their Families	FS 5	\$990,000	\$0	\$0	\$0	\$990,000
Human Services Workforce Stabilization	FS 6	\$0	\$966,000	\$4,214,000	\$4,095,000	\$9,275,000
Social Engagement Subtotal		\$1,039,000	\$7,340,000	\$2,076,000	\$674,000	\$11,128,000
Support Senior Centers	SE 1	\$434,000	\$6,284,000	\$0	\$0	\$6,718,000
Incarcerated Veterans Case Management Program and Reentry Spanning Services	SE 2A	\$238,000	\$0	\$0	\$0	\$238,000
Maleng Regional Justice Center (MRJC) Veterans Program	SE 2B	\$0	\$0	\$0	\$0	\$0
Resilient Communities Reentry Spanning Services	SE 2C	\$0	\$0	\$551,000	\$0	\$551,000
Community Supports for Persons with Disabilities	SE 3	\$0	\$221,000	\$298,000	\$0	\$518,000
Caregiver Connections and Support	SE 4	\$0	\$539,000	\$208,000	\$0	\$747,000
Kinship Care Supports	SE 5	\$0	\$250,000	\$0	\$0	\$250,000
Major Peter von Reichbauer (Ret.) Veteran Service Organization Grant Program	SE 6	\$135,000	\$0	\$0	\$0	\$135,000
Vets Engaged	SE 7	\$232,000	\$0	\$0	\$0	\$232,000
Support Local Solutions	SE 8	\$0	\$0	\$0	\$674,000	\$674,000
Short-Term Engagement Projects	SE 9	\$0	\$46,000	\$46,000	\$0	\$93,000
Support Services for Immigrants and Refugees	SE 10	\$0	\$0	\$972,000	\$0	\$972,000
Service System Access and Improvement Subtotal		\$3,777,000	\$2,495,000	\$5,248,000	\$174,000	\$11,693,000
Veteran Outreach and Resource Programs	SS 1	\$2,737,000	\$0	\$0	\$0	\$2,737,000
Mobile Medical Outreach	SS 2	\$0	\$1,389,000	\$221,000	\$0	\$1,610,000
Consolidated Domestic Violence Hotline	SS 3	\$0	\$0	\$909,000	\$0	\$909,000
Gender-Based Violence System Navigation and Mobile Advocacy	SS 4	\$0	\$0	\$2,947,000	\$0	\$2,947,000
Veteran Provider Training Supports	SS 5	\$353,000	\$0	\$0	\$0	\$353,000
VSHSL Provider Learning Opportunities	SS 6	\$0	\$0	\$0	\$35,000	\$35,000
Countywide Nonprofit Workforce Surveys	SS 7	\$0	\$0	\$0	\$69,000	\$69,000
VSHSL Language Access Services	SS 8	\$0	\$0	\$0	\$69,000	\$69,000
Resource Access Team	SS 9	\$486,000	\$1,106,000	\$1,171,000	\$0	\$2,763,000
Veterans Civil Legal Aid Clinic or Fellowship	SS 10	\$200,000	\$0	\$0	\$0	\$200,000
		\$0	\$0	\$0	\$0	\$0
Technical Assistance and Capacity Building (TA/CB)	TACB	\$0	\$0	\$0	\$1,079,000	\$1,079,000
8.5% Placeholder for Planning and Administration	PA	\$2,259,000	\$2,259,000	\$2,259,000	\$753,000	\$7,529,000
Performance Measurement and Evaluation	EVAL	\$644,000	\$644,000	\$644,000	\$0	\$1,931,000
Community Partnership and Communications	CPC	\$203,000	\$203,000	\$203,000	\$0	\$608,000
Annual Total Allocation	Total	\$25,126,000	\$26,492,000	\$26,552,000	\$8,833,000	\$87,003,000

F. 2024-2029 Estimated Funding Allocation Tables

2027

Strategy		Veterans	Seniors	Resilient Communities	Regional Impact Initiatives	2027 Total
Total Allocated		\$24,768,000	\$28,107,000	\$28,180,000	\$9,418,000	\$90,474,000
Housing Stability Subtotal		\$6,554,000	\$7,061,000	\$6,513,000	\$1,228,000	\$21,357,000
Affordable Housing and Shelter Operations and Capital	HS 1	\$3,204,000	\$3,184,000	\$3,037,000	\$1,228,000	\$10,654,000
Veteran Facility Operations and Capital	HS 2	\$1,947,000	\$0	\$0	\$0	\$1,947,000
Master Leasing	HS 3	\$0	\$170,000	\$882,000	\$0	\$1,052,000
Senior Home Repair and Age In Place Modifications	HS 4	\$0	\$1,434,000	\$0	\$0	\$1,434,000
Senior Villages	HS 5	\$0	\$1,650,000	\$0	\$0	\$1,650,000
Navigate Homeless Veterans to Housing	HS 6	\$781,000	\$0	\$0	\$0	\$781,000
Housing Counseling and Foreclosure Prevention	HS 7	\$123,000	\$123,000	\$123,000	\$0	\$368,000
Housing Legal Aid	HS 8	\$500,000	\$500,000	\$561,000	\$0	\$1,562,000
Forensic Integrated Care and Supportive Housing	HS 9	\$0	\$0	\$1,196,000	\$0	\$1,196,000
Passage Point	HS 10	\$0	\$0	\$714,000	\$0	\$714,000
Healthy Living Subtotal		\$1,098,000	\$4,952,000	\$4,942,000	\$914,000	\$11,906,000
Behavioral Health Integration	HL 1	\$0	\$122,000	\$1,282,000	\$0	\$1,404,000
Mental Health Counseling	HL 2	\$733,000	\$340,000	\$0	\$0	\$1,074,000
Emergency Services Patrol	HL 3	\$0	\$0	\$275,000	\$0	\$275,000
Veterans Court Mental Health Screeners	HL 4	\$365,000	\$0	\$0	\$0	\$365,000
Geriatric Regional Assessment Team	HL 5	\$0	\$486,000	\$0	\$0	\$486,000
Senior Health Promotion	HL 6	\$0	\$1,769,000	\$0	\$0	\$1,769,000
Housing Health Outreach Team	HL 7	\$0	\$1,106,000	\$444,000	\$0	\$1,549,000
Mobile Meal Delivery for Seniors	HL 8	\$0	\$486,000	\$0	\$0	\$486,000
Connections to Care	HL 9	\$0	\$204,000	\$0	\$0	\$204,000
Countywide Gender-Based Violence and Trafficking Prevention	HL 10	\$0	\$0	\$1,582,000	\$0	\$1,582,000
Elder Abuse Multi-Disciplinary Team	HL 11	\$0	\$439,000	\$0	\$0	\$439,000
Addressing Regional Gun Violence	HL 12	\$0	\$0	\$163,000	\$914,000	\$1,077,000
Nurse-Family Partnership	HL 13	\$0	\$0	\$616,000	\$0	\$616,000
Home-Based Services	HL 14	\$0	\$0	\$324,000	\$0	\$324,000
Community-Based Parenting Supports	HL 15	\$0	\$0	\$256,000	\$0	\$256,000
Support Food Security in King County	HL16	\$0	\$0	\$0	\$0	\$0
Assessing Opportunities to Promote Health Insurance Coverage for Newly Eligible Populations	HL17	\$0	\$0	\$0	\$0	\$0
Financial Stability Subtotal		\$8,488,000	\$2,128,000	\$5,382,000	\$4,358,000	\$20,355,000
King County Veterans Program	FS 1	\$5,956,000	\$0	\$0	\$0	\$5,956,000
Employment Training, Placement, and Supports	FS 2	\$623,000	\$851,000	\$695,000	\$0	\$2,168,000
Benefit Application and Appeals Assistance	FS 3	\$670,000	\$263,000	\$263,000	\$0	\$1,195,000
King County Veterans Fellowship	FS 4	\$200,000	\$0	\$0	\$0	\$200,000
Support for Student Veterans and their Families	FS 5	\$1,039,000	\$0	\$0	\$0	\$1,039,000
Human Services Workforce Stabilization	FS 6	\$0	\$1,014,000	\$4,425,000	\$4,358,000	\$9,797,000
Social Engagement Subtotal		\$1,084,000	\$7,667,000	\$2,154,000	\$674,000	\$11,579,000
Support Senior Centers	SE 1	\$456,000	\$6,598,000	\$0	\$0	\$7,054,000
Incarcerated Veterans Case Management Program and Reentry Spanning Services	SE 2A	\$250,000	\$0	\$0	\$0	\$250,000
Maleng Regional Justice Center (MRJC) Veterans Program	SE 2B	\$0	\$0	\$0	\$0	\$0
Resilient Communities Reentry Spanning Services	SE 2C	\$0	\$0	\$579,000	\$0	\$579,000
Community Supports for Persons with Disabilities	SE 3	\$0	\$232,000	\$298,000	\$0	\$529,000
Caregiver Connections and Support	SE 4	\$0	\$539,000	\$208,000	\$0	\$747,000
Kinship Care Supports	SE 5	\$0	\$250,000	\$0	\$0	\$250,000
Major Peter von Reichbauer (Ret.) Veteran Service Organization Grant Program	SE 6	\$135,000	\$0	\$0	\$0	\$135,000
Vets Engaged	SE 7	\$244,000	\$0	\$0	\$0	\$244,000
Support Local Solutions	SE 8	\$0	\$0	\$0	\$674,000	\$674,000
Short-Term Engagement Projects	SE 9	\$0	\$49,000	\$49,000	\$0	\$97,000
Support Services for Immigrants and Refugees	SE 10	\$0	\$0	\$1,021,000	\$0	\$1,021,000
Service System Access and Improvement Subtotal		\$3,865,000	\$2,620,000	\$5,510,000	\$182,000	\$12,177,000
Veteran Outreach and Resource Programs	SS 1	\$2,877,000	\$0	\$0	\$0	\$2,877,000
Mobile Medical Outreach	SS 2	\$0	\$1,459,000	\$232,000	\$0	\$1,690,000
Consolidated Domestic Violence Hotline	SS 3	\$0	\$0	\$954,000	\$0	\$954,000
Gender-Based Violence System Navigation and Mobile Advocacy	SS 4	\$0	\$0	\$3,094,000	\$0	\$3,094,000
Veteran Provider Training Supports	SS 5	\$370,000	\$0	\$0	\$0	\$370,000
VSHSL Provider Learning Opportunities	SS 6	\$0	\$0	\$0	\$36,000	\$36,000
Countywide Nonprofit Workforce Surveys	SS 7	\$0	\$0	\$0	\$73,000	\$73,000
VSHSL Language Access Services	SS 8	\$0	\$0	\$0	\$73,000	\$73,000
Resource Access Team	SS 9	\$418,000	\$1,161,000	\$1,230,000	\$0	\$2,809,000
Veterans Civil Legal Aid Clinic or Fellowship	SS 10	\$200,000	\$0	\$0	\$0	\$200,000
		\$0	\$0	\$0	\$0	\$0
Technical Assistance and Capacity Building (TA/CB)	TACB	\$0	\$0	\$0	\$1,133,000	\$1,133,000
8.5% Placeholder for Planning and Administration	PA	\$2,790,000	\$2,790,000	\$2,790,000	\$930,000	\$9,301,000
Performance Measurement and Evaluation	EVAL	\$676,000	\$676,000	\$676,000	\$0	\$2,027,000
Community Partnership and Communications	CPC	\$213,000	\$213,000	\$213,000	\$0	\$638,000
Annual Total Allocation	Total	\$24,768,000	\$28,107,000	\$28,180,000	\$9,418,000	\$90,474,000

F. 2024-2029 Estimated Funding Allocation Tables

2028

Strategy		Veterans	Seniors	Resilient Communities	Regional Impact Initiatives	2028 Total
Total Allocated		\$25,573,000	\$29,025,000	\$28,676,000	\$9,747,000	\$93,021,000
Housing Stability Subtotal		\$6,896,000	\$7,616,000	\$7,027,000	\$1,315,000	\$22,853,000
Affordable Housing and Shelter Operations and Capital	HS 1	\$3,374,000	\$3,343,000	\$3,164,000	\$1,315,000	\$11,196,000
Veteran Facility Operations and Capital	HS 2	\$1,947,000	\$0	\$0	\$0	\$1,947,000
Master Leasing	HS 3	\$0	\$179,000	\$926,000	\$0	\$1,105,000
Senior Home Repair and Age In Place Modifications	HS 4	\$0	\$1,506,000	\$0	\$0	\$1,506,000
Senior Villages	HS 5	\$0	\$1,832,000	\$0	\$0	\$1,832,000
Navigate Homeless Veterans to Housing	HS 6	\$820,000	\$0	\$0	\$0	\$820,000
Housing Counseling and Foreclosure Prevention	HS 7	\$159,000	\$159,000	\$129,000	\$0	\$446,000
Housing Legal Aid	HS 8	\$597,000	\$597,000	\$701,000	\$0	\$1,894,000
Forensic Integrated Care and Supportive Housing	HS 9	\$0	\$0	\$1,255,000	\$0	\$1,255,000
Passage Point	HS 10	\$0	\$0	\$852,000	\$0	\$852,000
Healthy Living Subtotal		\$1,116,000	\$5,112,000	\$4,553,000	\$914,000	\$11,694,000
Behavioral Health Integration	HL 1	\$0	\$128,000	\$1,346,000	\$0	\$1,474,000
Mental Health Counseling	HL 2	\$733,000	\$357,000	\$0	\$0	\$1,091,000
Emergency Services Patrol	HL 3	\$0	\$0	\$288,000	\$0	\$288,000
Veterans Court Mental Health Screeners	HL 4	\$383,000	\$0	\$0	\$0	\$383,000
Geriatric Regional Assessment Team	HL 5	\$0	\$511,000	\$0	\$0	\$511,000
Senior Health Promotion	HL 6	\$0	\$1,769,000	\$0	\$0	\$1,769,000
Housing Health Outreach Team	HL 7	\$0	\$1,161,000	\$466,000	\$0	\$1,627,000
Mobile Meal Delivery for Seniors	HL 8	\$0	\$511,000	\$0	\$0	\$511,000
Connections to Care	HL 9	\$0	\$214,000	\$0	\$0	\$214,000
Countywide Gender-Based Violence and Trafficking Prevention	HL 10	\$0	\$0	\$1,661,000	\$0	\$1,661,000
Elder Abuse Multi-Disciplinary Team	HL 11	\$0	\$461,000	\$0	\$0	\$461,000
Addressing Regional Gun Violence	HL 12	\$0	\$0	\$163,000	\$914,000	\$1,077,000
Nurse-Family Partnership	HL 13	\$0	\$0	\$323,000	\$0	\$323,000
Home-Based Services	HL 14	\$0	\$0	\$170,000	\$0	\$170,000
Community-Based Parenting Supports	HL 15	\$0	\$0	\$134,000	\$0	\$134,000
Support Food Security in King County	HL16	\$0	\$0	\$0	\$0	\$0
Assessing Opportunities to Promote Health Insurance Coverage for Newly Eligible Populations	HL17	\$0	\$0	\$0	\$0	\$0
Financial Stability Subtotal		\$8,902,000	\$2,234,000	\$5,651,000	\$4,634,000	\$21,422,000
King County Veterans Program	FS 1	\$6,254,000	\$0	\$0	\$0	\$6,254,000
Employment Training, Placement, and Supports	FS 2	\$654,000	\$894,000	\$729,000	\$0	\$2,277,000
Benefit Application and Appeals Assistance	FS 3	\$703,000	\$276,000	\$276,000	\$0	\$1,255,000
King County Veterans Fellowship	FS 4	\$200,000	\$0	\$0	\$0	\$200,000
Support for Student Veterans and their Families	FS 5	\$1,091,000	\$0	\$0	\$0	\$1,091,000
Human Services Workforce Stabilization	FS 6	\$0	\$1,065,000	\$4,646,000	\$4,634,000	\$10,345,000
Social Engagement Subtotal		\$1,132,000	\$7,886,000	\$2,236,000	\$674,000	\$11,928,000
Support Senior Centers	SE 1	\$479,000	\$6,928,000	\$0	\$0	\$7,407,000
Incarcerated Veterans Case Management Program and Reentry Spanning Services	SE 2A	\$262,000	\$0	\$0	\$0	\$262,000
Maleng Regional Justice Center (MRJC) Veterans Program	SE 2B	\$0	\$0	\$0	\$0	\$0
Resilient Communities Reentry Spanning Services	SE 2C	\$0	\$0	\$608,000	\$0	\$608,000
Community Supports for Persons with Disabilities	SE 3	\$0	\$243,000	\$298,000	\$0	\$541,000
Caregiver Connections and Support	SE 4	\$0	\$539,000	\$208,000	\$0	\$747,000
Kinship Care Supports	SE 5	\$0	\$125,000	\$0	\$0	\$125,000
Major Peter von Reichbauer (Ret.) Veteran Service Organization Grant Program	SE 6	\$135,000	\$0	\$0	\$0	\$135,000
Vets Engaged	SE 7	\$256,000	\$0	\$0	\$0	\$256,000
Support Local Solutions	SE 8	\$0	\$0	\$0	\$674,000	\$674,000
Short-Term Engagement Projects	SE 9	\$0	\$51,000	\$51,000	\$0	\$102,000
Support Services for Immigrants and Refugees	SE 10	\$0	\$0	\$1,072,000	\$0	\$1,072,000
Service System Access and Improvement Subtotal		\$4,104,000	\$2,754,000	\$5,785,000	\$191,000	\$12,835,000
Veteran Outreach and Resource Programs	SS 1	\$3,023,000	\$0	\$0	\$0	\$3,023,000
Mobile Medical Outreach	SS 2	\$0	\$1,532,000	\$243,000	\$0	\$1,775,000
Consolidated Domestic Violence Hotline	SS 3	\$0	\$0	\$1,002,000	\$0	\$1,002,000
Gender-Based Violence System Navigation and Mobile Advocacy	SS 4	\$0	\$0	\$3,249,000	\$0	\$3,249,000
Veteran Provider Training Supports	SS 5	\$442,000	\$0	\$0	\$0	\$442,000
VSHSL Provider Learning Opportunities	SS 6	\$0	\$0	\$0	\$38,000	\$38,000
Countywide Nonprofit Workforce Surveys	SS 7	\$0	\$0	\$0	\$77,000	\$77,000
VSHSL Language Access Services	SS 8	\$0	\$0	\$0	\$77,000	\$77,000
Resource Access Team	SS 9	\$439,000	\$1,223,000	\$1,291,000	\$0	\$2,953,000
Veterans Civil Legal Aid Clinic or Fellowship	SS 10	\$200,000	\$0	\$0	\$0	\$200,000
		\$0	\$0	\$0	\$0	\$0
Technical Assistance and Capacity Building (TA/CB)	TACB	\$0	\$0	\$0	\$1,189,000	\$1,189,000
8.5% Placeholder for Planning and Administration	PA	\$2,490,000	\$2,490,000	\$2,490,000	\$830,000	\$8,301,000
Performance Measurement and Evaluation	EVAL	\$710,000	\$710,000	\$710,000	\$0	\$2,129,000
Community Partnership and Communications	CPC	\$223,000	\$223,000	\$223,000	\$0	\$670,000
Annual Total Allocation	Total	\$25,573,000	\$29,025,000	\$28,676,000	\$9,747,000	\$93,021,000

F. 2024-2029 Estimated Funding Allocation Tables

2029

Strategy		Veterans	Seniors	Resilient Communities	Regional Impact Initiatives	2029 Total
Total Allocated		\$27,232,000	\$30,199,000	\$29,394,000	\$10,238,000	\$97,063,000
Housing Stability Subtotal		\$7,681,000	\$8,021,000	\$7,354,000	\$1,405,000	\$24,461,000
Affordable Housing and Shelter Operations and Capital	HS 1	\$3,553,000	\$3,511,000	\$3,297,000	\$1,405,000	\$11,766,000
Veteran Facility Operations and Capital	HS 2	\$2,475,000	\$0	\$0	\$0	\$2,475,000
Master Leasing	HS 3	\$0	\$188,000	\$972,000	\$0	\$1,160,000
Senior Home Repair and Age In Place Modifications	HS 4	\$0	\$1,581,000	\$0	\$0	\$1,581,000
Senior Villages	HS 5	\$0	\$1,948,000	\$0	\$0	\$1,948,000
Navigate Homeless Veterans to Housing	HS 6	\$859,000	\$0	\$0	\$0	\$859,000
Housing Counseling and Foreclosure Prevention	HS 7	\$167,000	\$167,000	\$135,000	\$0	\$469,000
Housing Legal Aid	HS 8	\$627,000	\$627,000	\$736,000	\$0	\$1,989,000
Forensic Integrated Care and Supportive Housing	HS 9	\$0	\$0	\$1,318,000	\$0	\$1,318,000
Passage Point	HS 10	\$0	\$0	\$895,000	\$0	\$895,000
Healthy Living Subtotal		\$1,135,000	\$5,279,000	\$4,113,000	\$914,000	\$11,441,000
Behavioral Health Integration	HL 1	\$0	\$134,000	\$1,414,000	\$0	\$1,548,000
Mental Health Counseling	HL 2	\$733,000	\$375,000	\$0	\$0	\$1,109,000
Emergency Services Patrol	HL 3	\$0	\$0	\$303,000	\$0	\$303,000
Veterans Court Mental Health Screeners	HL 4	\$402,000	\$0	\$0	\$0	\$402,000
Geriatric Regional Assessment Team	HL 5	\$0	\$536,000	\$0	\$0	\$536,000
Senior Health Promotion	HL 6	\$0	\$1,769,000	\$0	\$0	\$1,769,000
Housing Health Outreach Team	HL 7	\$0	\$1,219,000	\$489,000	\$0	\$1,708,000
Mobile Meal Delivery for Seniors	HL 8	\$0	\$536,000	\$0	\$0	\$536,000
Connections to Care	HL 9	\$0	\$225,000	\$0	\$0	\$225,000
Countywide Gender-Based Violence and Trafficking Prevention	HL 10	\$0	\$0	\$1,744,000	\$0	\$1,744,000
Elder Abuse Multi-Disciplinary Team	HL 11	\$0	\$484,000	\$0	\$0	\$484,000
Addressing Regional Gun Violence	HL 12	\$0	\$0	\$163,000	\$914,000	\$1,077,000
Nurse-Family Partnership	HL 13	\$0	\$0	\$0	\$0	\$0
Home-Based Services	HL 14	\$0	\$0	\$0	\$0	\$0
Community-Based Parenting Supports	HL 15	\$0	\$0	\$0	\$0	\$0
Support Food Security in King County	HL16	\$0	\$0	\$0	\$0	\$0
Assessing Opportunities to Promote Health Insurance Coverage for Newly Eligible Populations	HL17	\$0	\$0	\$0	\$0	\$0
Financial Stability Subtotal		\$9,339,000	\$2,346,000	\$5,931,000	\$4,924,000	\$22,540,000
King County Veterans Program	FS 1	\$6,566,000	\$0	\$0	\$0	\$6,566,000
Employment Training, Placement, and Supports	FS 2	\$689,000	\$938,000	\$763,000	\$0	\$2,390,000
Benefit Application and Appeals Assistance	FS 3	\$739,000	\$289,000	\$289,000	\$0	\$1,318,000
King County Veterans Fellowship	FS 4	\$200,000	\$0	\$0	\$0	\$200,000
Support for Student Veterans and their Families	FS 5	\$1,144,000	\$0	\$0	\$0	\$1,144,000
Human Services Workforce Stabilization	FS 6	\$0	\$1,118,000	\$4,879,000	\$4,924,000	\$10,921,000
Social Engagement Subtotal		\$1,182,000	\$8,122,000	\$2,323,000	\$674,000	\$12,300,000
Support Senior Centers	SE 1	\$503,000	\$7,275,000	\$0	\$0	\$7,777,000
Incarcerated Veterans Case Management Program and Reentry Spanning Services	SE 2A	\$275,000	\$0	\$0	\$0	\$275,000
Maleng Regional Justice Center (MRJC) Veterans Program	SE 2B	\$0	\$0	\$0	\$0	\$0
Resilient Communities Reentry Spanning Services	SE 2C	\$0	\$0	\$638,000	\$0	\$638,000
Community Supports for Persons with Disabilities	SE 3	\$0	\$255,000	\$298,000	\$0	\$553,000
Caregiver Connections and Support	SE 4	\$0	\$539,000	\$208,000	\$0	\$747,000
Kinship Care Supports	SE 5	\$0	\$0	\$0	\$0	\$0
Major Peter von Reichbauer (Ret.) Veteran Service Organization Grant Program	SE 6	\$135,000	\$0	\$0	\$0	\$135,000
Vets Engaged	SE 7	\$269,000	\$0	\$0	\$0	\$269,000
Support Local Solutions	SE 8	\$0	\$0	\$0	\$674,000	\$674,000
Short-Term Engagement Projects	SE 9	\$0	\$54,000	\$54,000	\$0	\$107,000
Support Services for Immigrants and Refugees	SE 10	\$0	\$0	\$1,126,000	\$0	\$1,126,000
Service System Access and Improvement Subtotal		\$4,301,000	\$2,836,000	\$6,078,000	\$201,000	\$13,417,000
Veteran Outreach and Resource Programs	SS 1	\$3,176,000	\$0	\$0	\$0	\$3,176,000
Mobile Medical Outreach	SS 2	\$0	\$1,608,000	\$255,000	\$0	\$1,863,000
Consolidated Domestic Violence Hotline	SS 3	\$0	\$0	\$1,055,000	\$0	\$1,055,000
Gender-Based Violence System Navigation and Mobile Advocacy	SS 4	\$0	\$0	\$3,411,000	\$0	\$3,411,000
Veteran Provider Training Supports	SS 5	\$464,000	\$0	\$0	\$0	\$464,000
VSHSL Provider Learning Opportunities	SS 6	\$0	\$0	\$0	\$40,000	\$40,000
Countywide Nonprofit Workforce Surveys	SS 7	\$0	\$0	\$0	\$80,000	\$80,000
VSHSL Language Access Services	SS 8	\$0	\$0	\$0	\$80,000	\$80,000
Resource Access Team	SS 9	\$461,000	\$1,228,000	\$1,356,000	\$0	\$3,045,000
Veterans Civil Legal Aid Clinic or Fellowship	SS 10	\$200,000	\$0	\$0	\$0	\$200,000
		\$0	\$0	\$0	\$0	\$0
Technical Assistance and Capacity Building (TA/CB)	TACB	\$0	\$0	\$0	\$1,249,000	\$1,249,000
8.5% Placeholder for Planning and Administration	PA	\$2,615,000	\$2,615,000	\$2,615,000	\$872,000	\$8,716,000
Performance Measurement and Evaluation	EVAL	\$745,000	\$745,000	\$745,000	\$0	\$2,235,000
Community Partnership and Communications	CPC	\$235,000	\$235,000	\$235,000	\$0	\$704,000
Annual Total Allocation	Total	\$27,232,000	\$30,199,000	\$29,394,000	\$10,238,000	\$97,063,000