



King County

**Department of Community and Human Services
Veterans, Seniors and Human Services Levy (VSHSL)**

2018 VSHSL Transition Evaluation Plan

2018 VSHSL Transition Evaluation Plan

On December 12, 2017 the King County Council passed Ordinance 18638 which governs the spending of Veterans, Seniors and Human Services (VSHSL) proceeds in 2018. The ordinance also specifies that Veterans and Human Services Levy (VHSL) services will continue in 2018 at 2017 funding levels and that evaluation practices will also continue for these programs:

“As current levy services and contract amounts are continued for an additional year, so too will the current VHSL evaluation practices. Current VHSL evaluation practices are controlled by the 2012-2017 Levy Evaluation Implementation Plan. Levy Activity Evaluation Templates for all 2017 VHSL templates are also available online. Both the Levy Evaluation Implementation Plan and the Levy Activity Evaluation Templates will be updated for 2018, pending adoption of this transition plan.”

The following document is the **2012-2017 VHSL Evaluation Implementation Plan** which will also govern evaluation for the continuation of 2017 VHSL activities in 2018. All references to 2012-2017 also apply to the implementation and governance of the continuing activities in 2018. The specific performance measures and annual targets are recorded in **Addendum A – 2018 Activity Level Evaluation Templates**. As new 2018 activities are implemented as part of the transition plan, their performance measures and targets will be added to **Addendum A – 2018 Activity Level Evaluation Templates**.

One important change to note in the Transition Evaluation Plan: 4th quarter targets for most programs will be reduced by 50% if an activity is not funded in 2019. This reduction in targets will allow agencies who do not receive funding for 2019, time to close out programs by supporting existing clients in finding new connections to services. The change in targets for programs without continued funding in 2019 also acknowledges that King County would not expect new enrollments for a program that is winding down.

In addition to continuing funding for 2017 activities, the VHSL Transition Plan also funds new Housing Stability and Senior Center investments. The evaluation templates for these new investments are based on the the *Measuring VSHSL Strategy and Program Performance* section of the Veterans, Seniors and Human Services Levy Implementation Plan and are also included in **Addendum A – 2018 Activity Level Evaluation Templates**.

2012-2017 VHS Levy Evaluation Implementation Plan

The 2012-2017 VHS Levy Evaluation Implementation Plan will guide the development and implementation of performance measurement and evaluation activities of the new levy. The Department of Community and Human Services, Community Services Division, Performance Measurement and Evaluation Unit has created this plan and will coordinate its implementation, with regular reporting to levy stakeholders such as the levy oversight boards, King County elected officials, and especially the taxpayers who passed the levy ballot measure in August of 2011.

The implementation plan is divided into two sections, along with a referenced addendum.

SECTION I – LEVY EVALUATION FRAMEWORK

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SECTION II – LEVY EVALUATION MATRICES

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Available through contacting levy evaluation staff:

ADDENDUM A – ACTIVITY LEVEL EVALUATION TEMPLATES

SECTION I – LEVY EVALUATION FRAMEWORK

Performance Evaluation and the 2012-2017 Veterans and Human Services Levy

The voter-approved 2012-2017 Veterans and Human Services Levy (VHS Levy) represents a continuing commitment by the voters of King County to meet the human services needs of vulnerable people, especially veterans and their families. As the voters have renewed the original 2006 VHS Levy, King County has renewed its commitment to use Levy resources as wisely and effectively as possible in meeting planned goals and objectives. Meaningful, timely and accurate performance reporting and evaluation have been, and will continue to be, essential for VHS Levy management and accountability.

The Veterans and Human Service Improvement Plan (SIP) 2012-2017 has been developed to guide Levy implementation activities and was adopted by King County Council Ordinance 2011-0419.2. The SIP calls for evaluation activities to:

- 1. Provide information for the public and policy-makers regarding the impact of levy-funded activities on the overall goals and strategies of the levy.***
- 2. Provide the boards with the information they need to provide sound and informed oversight of levy activities.***
- 3. Provide County program managers with the information they need to continually improve the quality of the levy activities they manage.***

Overall VHS Levy Goals/Strategies:

The SIP and the adopting ordinance have called for semi-annual performance reporting on levy activities. Performance reporting will show how each funded service activity and accompanying results contribute to realizing the three overall levy goals, and fulfill on the four key strategies identified for achieving these goals.

The 2012-2017 VHS Levy Goals:

- 1. Prevent and reduce homelessness**
- 2. Reduce unnecessary criminal justice and emergency medical system involvement**
- 3. Increase self-sufficiency of veterans and vulnerable populations**

The 2012-2017 VHS Levy Key Implementation Strategies:

- 1. Supporting veterans and their families to build stable lives and strong relationships**
- 2. Ending homelessness through outreach, prevention, permanent supportive housing and employment**
- 3. Improving health through the integration of medical and behavioral health services**
- 4. Strengthening families at risk.**

VHS Levy Evaluation Principles

Throughout the 2012-2017 VHS Levy, evaluation efforts, decisions, strategies and priorities will be guided by the following principles:

- Ensure evaluation process, products and reports are accessible and understandable to a broad array of community stakeholders and policymakers.**
- Align levy funded project, activity and strategy level measurement with the overall levy goals and King County Strategic Plan.**
- Where a project approach is a best practice, verify it is implemented based upon the best practice guidelines with fidelity.**
- For projects where long term outcomes may not be observable for several years (i.e. successful childhood development), identify intermediate milestones and objectives wherever feasible to show the program is on course to achieving results.**
- Wherever possible, integrate evaluation and performance measurement with contract development and management activities. Build performance data collection into ongoing monitoring functions and support regional coordination of data collection efforts.**
- Establish targets in contracts and reporting as benchmarks for annual activity performance evaluation.**
- Ensure VHS Levy strategies and priority activities are informed by current community based indicators of need, accurate assessment and documented evidence.**

Reporting

The SIP calls for a schedule of reports to stakeholders, including to the oversight boards, partners, the public, media, and others.

Two regular reports that detail levy performance will be provided to the County Executive, County Council, and general public semi-annually

1. Performance Evaluation Report**June 30 Annually**

Annual Performance Evaluation reports will cover January through December of the previous year and will be submitted to the King County Council by June 30. These reports will provide data on the performance of levy-funded activities, including progress toward meeting overall levy goals and strategies. More information on evaluation is provided in the section below.

2. Mid-Year Performance Update**December 1 Annually**

In addition to the Annual Performance Evaluation Report, the levy will also publish a Mid-Year Performance Update to provide interim data that can be used to make necessary program modifications to improve performance. These reports will cover January through June of the year of submittal and will be transmitted by December 1.

Evaluation staff will develop dashboards that reflect key indicators and performance for each of the four levy strategies, and that communicate the results quickly and visually. These dashboards will be the centerpiece of the annual Performance Evaluation Report and the Mid-Year Performance Update and will be organized based on the Evaluation and Performance Measurement framework and evaluation matrixes identified in Section II.

The basis for all evaluation reporting will be activity level performance reports and evaluations. Evaluation staff will review each levy activity and prepare annual templates that capture performance, lessons learned, and strategies for continuous improvement. These activity level reports will be aggregated annually into a compendium to be used as quantitative resources in contracting and policy level review. The annual compendium will be developed by July of each year for the prior calendar year and provided to the levy Boards and other interested stakeholders.

Evaluation Performance Measurement Scope/Framework

The major performance measurement evaluation activities conducted by VHS Levy Evaluation staff will have three areas of focus:

- **Performance evaluation and reporting on meeting levy outcomes/objectives as well as services targets**
- **Establishing and maintaining community indicators of need and status of vulnerable populations**
- **Improving service delivery and business processes.**

Performance evaluation and reporting

The Levy Evaluation Framework is designed to assess how well programs are meeting their intended purpose and milestones and how well funded services further levy goals as stated in the SIP (outcome/impact evaluation). The targets, outputs, services and impact of each of the Levy funded activities are the building blocks that, in aggregate, document the results towards meeting each investment strategy and demonstrate the overall impact of the Levy in the region. There are three levels of focus in the proposed VHS Levy evaluation framework.

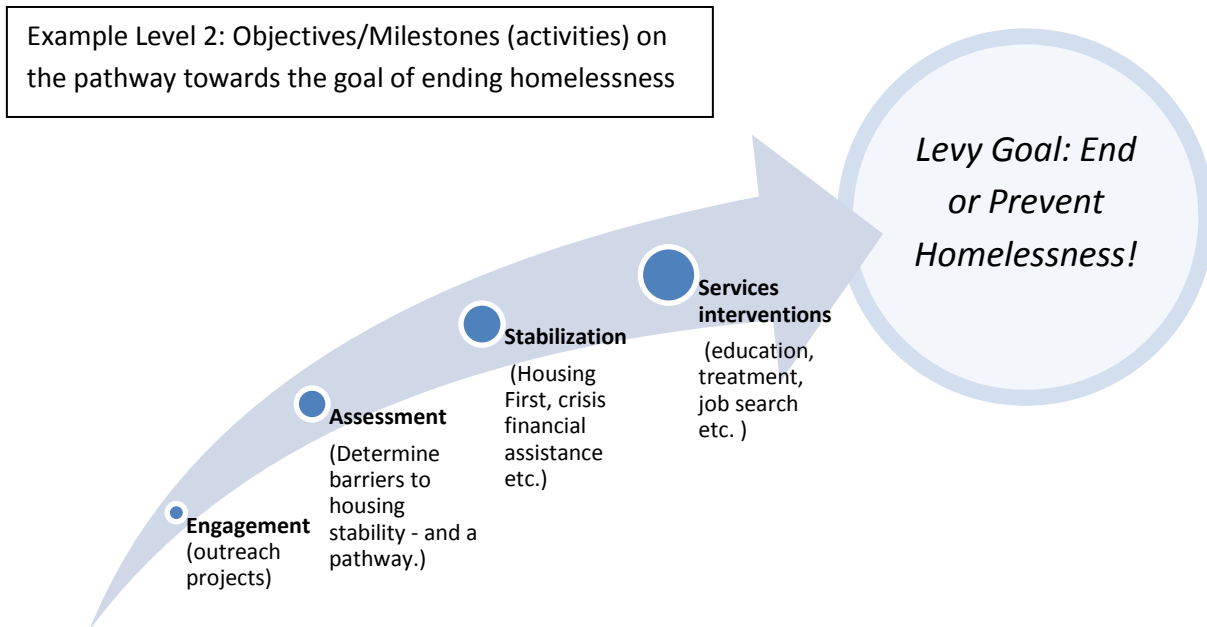
1. **Overall goals: These include: 1) reducing homelessness; 2) reducing emergency medical and criminal justice involvement; and 3) increasing self-sufficiency both for veterans and their families as well as for other individuals and families in need.**

Attention is also paid towards the accomplishment of the four VHS Levy strategies: 1) enhancing access to services for veterans and their families; 2) ending homelessness through outreach, prevention, permanent supportive housing and employment; 3) Improving health through the integration of medical and behavioral

health services; and 4) strengthening families at risk.

Semi-annual reporting will be structured to report on the status and progress in meeting these high level goals and strategies.

2. *Mid-level objective/milestones towards achieving goals and strategies: The Levy Evaluation Framework establishes a consistent approach to evaluate comparable projects and report their aggregate performance against milestones and objectives leading towards common goals.*



The Levy Evaluation Framework organizes individual activity and project performance into a matrix that links activity performance to milestones, objectives and goals. These are presented as Section II of this plan.

The milestones and objectives categories reflect a common understanding of the features of any service approach to provide solutions. These characterizations are consistent with the current work being done by DCHS in developing a product and services approach to King County human services.

Activity Level Performance: Each project is a contributor to meeting an overall levy goal or strategy, but has unique project specific service outcomes, outputs and purpose.

Accountable stewardship of Levy funds demands that each activity and project measure its performance and integrate results in a process of continual quality improvement. Contract reporting and data standards are reviewed continually and refined over the life of the levy. Evaluation staff will work with contract monitors and project managers to determine performance targets and agree upon measures that can be used for cross-project comparisons.

Establishing and maintaining indicators of need and status of priority populations

Where feasible, population-based data, such as census data, and community level indicators will be used to define need and measure progress toward achieving goals. Staff will work with regional and community indicator data, research and

evaluation reports on best practice, service inventories, census data and self-created data sets to create current status reports. The Levy evaluation efforts in 2012-2017 will include support for community indicator projects, such as Communities Count, that provide regional specific data on emerging trends for families, children and persons in poverty. The evaluation staff will provide updated reports on the status and emerging trends of King County veterans, homeless individuals and at-risk families.

Improving service delivery and business information processes

For the 2012-2017 VHS Levy, evaluation staff will continue to provide technical assistance and be involved in the development and refinement of contracting and reporting systems that are the basis for performance measurement

SECTION II – LEVY EVALUATION MATRICES

The following matrices identify how each Levy funded activity in the 2012-2017 SIP will report results in the context of contributing towards goals and objectives. For the purposes of developing the dashboards, each activity demonstrates movement towards a “Primary Goal” as described in the SIP, procurement plans and the evaluation templates (Attachment A). Where an activity accomplishes significant progress towards a secondary goal, they will report on those measurements as well. These secondary goals are identified in red.

		Level 1 – Overall VHS Levy Goals			
		<i>Prevent and reduce homelessness</i>	<i>Reduce unnecessary criminal justice and medical system involvement</i>	<i>Increase self-sufficiency for veterans and vulnerable populations</i>	
Level 2 – Objectives and Milestones	Strategy 1 Supporting veterans and their families to build stable lives and strong relationships	<i>Outreach, Engagement, Assessment and linkages to services</i>	1.2 C Homeless veteran street outreach	1.5 A Veterans Incarcerated Program	1.1 KCVP assessment and referral
				1.5 C Emerging programs for justice involved veterans	1.2 a Outreach to women and veterans of color
					1.2 B Veteran information and referral
					1.3 Veterans Employment and training
					1.5 B Veterans legal Assistance
					1.6 A Military Family Outreach
	<i>Crisis Intervention and Stabilization</i>		1.5 A Veterans Incarcerated Program	1.1 KCVP financial assistance	
				1.1 KCVP contracted shelter/transitional housing	
				1.1 KCVP basic needs clients	
				1.5 B Veterans legal Assistance	
	<i>Services intervention and Treatment</i>	1.2 C Homeless veteran street outreach		1.1 KCVP Case management	
			1.5 C Emerging programs for justice involved veterans		
				1.3 Veterans employment and training	
				1.4 PTSD/MST treatment	
				1.6 B Military Family Counseling	
	<i>Resources and Capacity Building</i>		1.5 C Emerging programs for justice involved veterans	1.1 VIBE	
				1.4 Professional training PTSD/MST	
				1.4 MST service planning	
				1.5 B Veterans legal Assistance – professional training	

		Level 1 – Overall VHS Levy Goals			
		<i>Prevent and reduce homelessness</i>	<i>Reduce unnecessary criminal justice and medical system involvement</i>	<i>Increase self-sufficiency for veterans and vulnerable populations</i>	
Level 2 – Objectives and Milestones	Strategy 2 Ending Homelessness through outreach, prevention, permanent supportive housing and employment	<i>Outreach, Engagement, Assessment and linkages to services</i>	2.1 A Homeless street outreach (REACH)		
			2.1 B Sobering/ESP		
			2.1 C Mobile medical outreach		
			2.1 D South King County homeless outreach		
			2.5 A FACT		
			2.5 B FISH		
	<i>Crisis Intervention and Stabilization</i>	2.3 Housing Stability Program			
		2.5 A FACT			
		2.5 B FISH			
	<i>Services intervention and Treatment</i>	2.4 A HHOT			
		2.4 B On-site support services			
		2.5 A FACT	2.5 A FACT		
		2.5 B FISH	2.5 B FISH		
		2.6 A Community employment services		2.6 A Community employment services	
		2.6 B Career Connections		2.6 B Career Connections	
	<i>Resources and Capacity Building</i>	2.2 Housing Capital			

		Level 1 – Overall VHS Levy Goals		
		<i>Prevent and reduce homelessness</i>	<i>Reduce unnecessary criminal justice and medical system involvement</i>	<i>Increase self-sufficiency for veterans and vulnerable populations</i>
Strategy 3 Improving health through the integration of medical and behavioral health services				
Level 2 – Objectives and Milestones	<i>Outreach, Engagement, Assessment and linkages to services</i>			3.1 A Integrate MH and CD services in community health clinics
				3.1 B Integrate MH and CD services in community health clinics - vets
				3.4 PEARLS
	<i>Crisis Intervention and Stabilization</i>			
	<i>Services intervention and Treatment</i>			3.1 A Integrate MH and CD services in community health clinics
				3.1 B Integrate MH and CD services in community health clinics - vets
				3.4 PEARLS
	<i>Resources and Capacity Building</i>			3.2 Veterans and Trauma Competency training
				3.3 Health care reform and design
				3.5 Facilitation of ongoing partnerships

		Level 1 – Overall VHS Levy Goals			
		<i>Prevent and reduce homelessness</i>	<i>Reduce unnecessary criminal justice and medical system involvement</i>	<i>Increase self-sufficiency for veterans and vulnerable populations</i>	
Strategy 4 Strengthening families at risk		Outreach, Engagement, Assessment and linkages to services		4.2 Maternal Depression	
				4.5 A 2-1-1	
				4.3. B Cultural Navigator	
		Crisis Intervention and Stabilization			
		Services intervention and Treatment		4.4 Passage Point	4.1 A Nurse Family Partnership
					4.1. B Healthy Start home visiting services
					4.2 Maternal Depression
					4.4 Passage Point
		Resources and Capacity Building			4.3 Promoting First Relationships