

## Attachment A

# Veterans, Seniors and Human Services Levy Implementation Plan

King County voters approved the Veterans, Seniors and Human Services Levy (VSHSL) with 68.59 percent of the vote in November 2017. Section 7.B of the VSHSL Ballot Measure Ordinance (Ordinance 18555) requires the Executive to “transmit an implementation plan for the [VSHSL] for council review and adoption by ordinance. The implementation plan shall describe the expenditure of levy proceeds to achieve outcomes related to healthy living, housing stability, financial stability, social engagement, service system improvement and service system access for veterans and military servicemembers and their respective families, seniors and their caregivers and vulnerable populations ....” This plan and the ordinance to which it is attached satisfy the requirements of Ordinance 18555, Section 7.B.

**Department of Community and Human Services**

**July 11, 2018**





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## Executive Summary

### Background

The Veterans, Seniors and Human Services Levy (VSHSL) Implementation Plan is the third of three plans required by the VSHSL Ballot Measure Ordinance (Ordinance 18555). That Ordinance placed the VSHSL on the November 2017 ballot in King County, set out the targeted populations and types of services the levy proceeds would fund and the governance structures, including an implementation plan to govern the VSHSL's expenditures and operations.

Demonstrating their commitment to honoring our veterans and improving the quality of life across King County, the voters resoundingly approved the VSHSL by 68 percent.

The VSHSL replaces the previous Veterans and Human Services levies approved in 2005 and 2011. Both of those levies strengthened the community's commitment to assisting local veterans, servicemembers and their families and other individuals and families in need throughout King County. The new levy strengthens support for housing stability, including an emphasis on preventing homelessness and increasing the availability of affordable housing. The VSHSL also adds robust new investments to support seniors and their caregivers.

The expanded level will bring in more than \$55 million per year. After setting aside funds to mitigate junior taxing district prorationing, if any, and for technical assistance and capacity building, the levy splits proceeds into thirds: one-third for veterans and military servicemembers and their respective families; one-third for seniors and their caregivers; and one-third for vulnerable populations. Each third will begin at about \$18 million annually. This plan includes a detailed proceeds allocation plan for expenditures of all revenues, broken out by population, strategy and program.

### Community Engagement

To strengthen community partnerships and benefit from residents' perspectives, staff directly consulted the community. From 2016 through February 2018, VSHSL renewal staff held 72 community meetings. Thirty-five of those were community conversations in 25 different cities or unincorporated areas, with staff visiting several of them multiple times. To gain targeted input on specific areas of the levy, 37 of the community meetings were focus groups with veterans groups, community boards and councils, human services agencies, senior centers, and current levy service providers. Four online surveys were conducted as another avenue for gating input. Outreach efforts elicited community responses in English, Spanish, Somali, Khmer, Korean, Chinese, Russian, Vietnamese, Arabic and ASL. The overall goal was to determine from the community which veterans and human services levy programs were working well, and in what areas service gaps exist in the community. These discussions clearly highlighted the opportunity to better serve older adults as well as a strong community concern over the issues of homelessness and housing affordability.

### Transition, Governance and Implementation Plans

The VSHSL Implementation Plan is the third of three plans required by Ordinance 18555. The VSHSL Transition Plan, already approved by the Council, moved first to make it possible to continue without disruption previously funded levy-supported programs such as the King County

Veterans Program (KCVP) services, the Mobile Medical Van, homeless outreach and more. Approval of that plan also facilitated the County's ability to move more quickly on initiatives to help address the homeless and housing affordability crisis in King County, including start-up of a new master leasing program and capital projects. Additionally, the Council's early approval of the transition plan allows the County to move forward with the first steps toward increasing support for the fastest growing segment of our population, older adults.

The Executive also transmitted a VSHSL Governance Plan, which Council adopted through Ordinance 18722. King County was fortunate to have strong resident input into the first and second levies through active oversight board member review and guidance. The new board structure seeks to continue strong resident oversight of levy budgets and strategies.

### **Building on Success**

Annual reports produced each year share the accomplishments of the levy from one year to the next and some cumulative outcomes. Key accomplishments and outcomes of the Veterans and Human Services Levy (2006-2017) include the following:

- Funded the creation of **2,056 units of affordable or supportive housing**, including units set aside for veterans and for people exiting homelessness.
- Helped an average **800 people annually gain or maintain housing** who were experiencing homelessness or at risk of homelessness.
- **Created the mobile medical van**, Public Health—Seattle & King County's well-known and very successful outreach to homeless and very low-income people. Each year, **more than 875 homeless** or otherwise at-risk individuals accessed health and behavioral health services who otherwise would not have received any care.
- **Screened 12,500 mothers for maternal depression** at integrated community/behavioral health centers, with treatment services provided to more than **523 mothers annually** who screened positive for depression to promote improved mother/child health.
- Provided **15,000 counseling hours** to veterans and their family members for post-traumatic stress disorder, military sexual trauma or other conditions.
- **Saved taxpayers over \$7 million** in cost offsets by targeting efforts to house, serve and stabilize the highest users of jail or hospitalizations, serving about 780 clients each year.
- Continue to **build employment and training programs** for returning veterans and for people seeking to exit homelessness so they can achieve self-sufficiency. In 2016 alone, income for veterans in the program increased by nearly \$28,000 per household.

### **Guiding Principles**

The overarching vision in the implementation of the VSHSL is to build and improve connections—connections among the people the levy serves and among the people and organizations that provide the levy's services. People do best when they feel a sense of belonging based in personal relationships and connections to community. Human services

investments are more effective and efficient when they are connected to form systems of services.

These two forms of connection—the importance of belonging and the value of service systemization—serve as guiding principles for the Veterans, Seniors and Human Services Levy (VSHSL) Implementation Plan.

- **Personal connections:** Examples of features of this plan that promote belonging and social connection include an entirely new set of social engagement programs that will connect isolated persons to larger communities, including programs for unpaid caregivers, incarcerated veterans, immigrants and refugees, persons with disabilities, and veterans and their families. This plan also sets up collaborations of providers to carry out certain levy services instead of relying on sole organizations, creating connections among people who deliver services in addition to connections among the people they serve. This plan also provides robust funding to create physical and digital networks that can connect isolated seniors through senior centers and virtual villages.
- **System connections:** As the VSHSL increases capacity from the Veterans and Human Services Levy that it replaces, King County has a responsibility to ensure continuation of levy-funded programs that are effective and efficient. As the VSHSL's resources and complexity grow, it is increasingly important for the VSHSL to be designed and administered as a system rather than a set of programs. Examples of this system building include establishing the King County Veterans Program as a hub for the veterans services system, such that veterans can connect to a wide variety of services they need. Another example is to make senior centers and virtual villages as hubs for older adults to access VSHSL-funded services. Yet another example is creation of a consolidated domestic violence hotline that will connect formerly separate call lines into one hotline available 24-hours a day to serve survivors in multiple languages.

### **Shift to Results Based Accountability**

To help achieve the connections the levy seeks, and to improve evaluation and reporting capabilities, the levy is shifting to a Results Based Accountability (RBA) planning and performance measurement framework. Every strategy in this plan identifies corresponding community-level changes to which each strategy will contribute, and each strategy or program has a provisional set of performance measures that will measure how the program benefits the people it serves in addition to counting throughput. This change to RBA aligns the VSHSL with both the Best Starts for Kids and the Mental Illness and Drug Dependency (MIDD) initiatives.

### **VSHSL Results Areas and Strategies**

Just as the expanded levy ballot measure built on the successes of the previous two Veterans and Human Services Levy, so, too, does this plan build and expand upon the previous two VHSL Service Improvement Plans governing the 2007 and 2012 levies.

Rather than planning strategies around the previous three VHSL goal areas, this plan for the VSHSL is structured around five result areas for the three target populations:

1. Housing Stability
2. Financial Stability

3. Social Engagement
4. Healthy Living
5. Service System Access and Improvement

For each of these five result areas, this plan identifies strategies—actions that the levy will take—to contribute to measureable community-level change and to change the lives of the people the strategies serve. For each strategy and program, this plan provides the rationale for including the program, the timeline for implementation and the allocation established for each. This section is the most substantial of this plan, and its approved contents will guide procurement and oversight processes for the duration of the VSHSL.

### **Housing Stability**

During 2019-2023, at least 25 percent of the funds from each of the levy's thirds will support housing stability, including capital projects. Special consideration was placed on the seniors allocation, requiring that one-half of the funding dedicated to seniors must be spent on senior veterans and their families until such time that 75 percent of homeless senior veterans are housed or \$24 million of non-veteran money has been spent to housing homeless senior veterans. This plan concludes with a section detailing how the VSHSL will track accomplishment of these important goals. This plan also provides detail on a range of housing proposals to help people of all ages achieve and maintain stable housing. These strategies are folded into the discussion of the three populations.

### **Alignment with King County Initiatives**

The VSHSL Transition Plan strongly supports the goals of the King County Strategic Plan, working to provide opportunities for all individuals and communities to realize their full potential. This VSHSL implementation plan advances these goals by recognizing that the need for services exists in all areas of King County: urban and rural, and the Seattle, north, south and east sub regions. With that in mind, the County will make investments from the levy that provide access to services for individuals and families throughout the geographic areas of the county.

The VSHSL plays an important role in three goal areas of the Strategic Plan: the *Health and Human Services* goal of improving the health and well-being of all people in our community; the *Accessible, Affordable Housing* goal of increasing access to quality housing that is affordable to all; and the *Safety and Justice* goal of implementing alternatives to divert people from the criminal justice system. This implementation plan closely aligns with the Equity and Social Justice Strategic Plan by investing in broadened community partnerships to eliminate racially disparate health and human services outcomes in King County.

### **Alignment with Key Human Services Initiatives**

Significant effort during the planning phases sought to align the VSHSL with the programs and services already approved for the Best Starts for Kids (BSK) and the Mental Illness and Drug Dependency (MIDD) initiatives. The Council recently adopted implementation plans for the voter-approved BSK and the renewal of the Council-adopted MIDD sales tax. Together, these three fund sources provide a substantial portion of King County's local investments in health and human services for children, youth, families, adults and communities, and provide a source of local funding that can help meet changing needs based on local conditions or changes in federal and state policy and funding.

All three, BSK, MIDD and VSHSL, share a focus on increasing prevention efforts. Investments in prevention can avoid later and greater human and fiscal costs. Many of the services funded by the VSHSL are intended to prevent future problems, including:

- Investing in strategies to prevent persons from experiencing homelessness, including new programs for alternative dispute resolution, legal aid, financial assistance, housing counseling and senior home repair.
- Preventing behavioral health crises by investing in programs that screen for behavioral health conditions in seniors, mothers, veterans and veterans' families and then makes treatment connections when warranted.
- Funding a first-of-its kind countywide prevention initiative to reduce instances of domestic violence, sexual assault and sexual exploitation.
- Funding financial literacy programs to help seniors identify and prevent financial predation and programs to nurture young families.

Staff continues to explore opportunities for collaboration and co-investments that promote coordinated services between and across VSHSL, BSK and MIDD. Examples include multigenerational activities such as child care, kinship care and social inclusion activities; therapeutic court activities that help individuals and families achieve stability; and integrating community partnerships.

### **Performance Measurement**

Performance measurement is an important element of all of the County's human services programs and initiatives, including the VSHSL. Significant effort has been devoted to planning for aligning performance measurement frameworks and integrating data reporting and contracting to allow for shared results and indicators across the funding sources and improving the ability to measure the combined impacts of these programs. Performance measurement for each of the five results areas have been developed and are described in this plan. With time, this alignment will make it possible to create consolidated human services reporting and provide an unduplicated count of persons served and a clearer accounting of the services provided and the outcomes achieved.

### **Conclusion**

With the support of the voters, King County is able to provide assistance to our veterans, service men and women and their families at a level far greater than any other county in the state. Their support also allows King County to provide safety and dignity and increased wellness for older adults and make it possible for more and more of them to age in place and remain healthy and active in their communities. For those most vulnerable in our communities, the levy provides outreach and support for people who are homeless and for people needing access to health or behavioral health care, for people who are survivors of domestic violence or sexual assault and for people who are isolated due to age, geography, language or disability. The levy is focused on connections – helping people of all ages to connect to the services they need and connect to community.

## Guiding Principles and Role of the VSHSL

### **Guiding Principles: Promote Belonging and “Combined Arms” Services**

Connections matter. People do best when they feel a sense of belonging based in interpersonal connection and community. Human services investments are more effective and efficient when they are connected to form systems.

#### **Promoting Belonging: Strategies and Programs that Support Interpersonal Connections**

People need stable housing, financial stability, health, and access to necessary services to survive. But communities are more than just groups of healthy individuals. Communities thrive when persons are connected and feel belonging. The VSHSL builds upon the former Veterans and Human Services Levy’s (VHSL) emphasis on necessary services for people and now adds a focus on social engagement services that are necessary to make King County more than the sum of its individual residents.

As communities confront the challenges and reap the rewards of cultivating belonging in an increasingly diverse King County, research bears out that social connection is not just an emotional need. Social isolation, real or perceived, is a greater predictor of reduced longevity than smoking or obesity. Isolation kills. Personal health requires interpersonal connection.

This plan is informed by a central concern of fostering connections among the people served by the levy and among the people who provide the levy’s services.

Examples of features of this plan that promote belonging and social connection include an entirely new set of social engagement programs that will connect isolated persons to larger communities, including community building programs for

- unpaid caregivers taking care of an elderly loved one or child with a disability
- veterans seeking to reconnect with community after leaving service
- seniors who have lost social connections as they have left work or developed mobility challenges
- immigrants and refugees.

This plan also sets out several programs that create collaborations between providers to carry out levy services instead of relying on sole organizations, creating connections among people who deliver services.

#### **Combined Arms: Moving from a Set of Programs to a System of Service**

When King County voters approved the VSHSL with more than 68 percent of the vote, they approved an increase in support for veterans and vulnerable populations as well as a new set of investments for seniors. As the VSHSL increases capacity from the VHSL that it replaces, King County has a responsibility to ensure that levy-funded programs are effective and efficient. Fortunately, there are many examples of how systemization works to increase effectiveness and efficiency as complexity increases.

One particularly relevant example for a levy that serves veterans is the military concept of “combined arms” operations. The combined arms concept is a tenet of military operations in which forces are deployed as systems rather than in sequence.<sup>1</sup> Successful operations coordinate their component parts in thoughtful combinations so that different forces amplify each other’s effects and mitigate each other’s weaknesses. Operations that deploy forces sequentially rather than in combination fail to generate synergy, isolating each force to fail without support from others.

The practice of systemization, well established in many other fields including military operations, is just emerging in the delivery of human services. This plan provides not only for 67 individual strategies and programs, but also envisions those programs forming “combined arms” systems in which multiple programs deploy in thoughtful combinations that amplify their mutual effects and mitigate each other’s weaknesses.

### **King County Veterans Program as the Hub of a Veterans Service System**

This plan envisions the King County Veterans Program, long funded by the former VSHSL as a separate program, as a new access hub through which multiple levy-funded services will be deployed to help veterans in King County. Veterans seeking financial assistance from KCVP to help pay rent will be able to connect—and will have a KCVP social worker to oversee that connection—to alternative dispute resolution, legal aid or housing counseling services that can also address underlying problems of which a monthly shortage of rent is a symptom. Student veterans served by the VSHSL-funded Vet Corps program will have access to a VSHSL-funded student veteran child care subsidy and KCVP-funded rental assistance that can help that student veteran graduate from college and move forward on her path to self-sufficiency and life-long community contribution.

### **Senior Centers and Virtual Villages as Hubs for Services for Seniors**

This plan envisions senior centers and virtual villages serving as community hubs through which people can build social connection and access a range of services and supports, including new VSHSL-funded programs. Senior centers—which will leverage levy funds to improve inclusivity for the full diversity of King County’s senior population—will have capacity to connect people with VSHSL-funded caregiver respite subsidies or new VSHSL-funded senior Mobile Medical Vans. Seniors will also be able to access VSHSL-funded legal services that can help with social security applications, apply for a senior property tax exemption, or report suspected financial abuse to the VSHSL-funded Elder Abuse Multi-Disciplinary Team.

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<sup>1</sup> See Headquarters, Department of the Army, Field Manual 101-5-1: Operational Terms and Graphics (1997) at 1-32, defining Combined Arms as “the synchronized or simultaneous application of several arms, such as infantry, armor, artillery, engineers, air defense, and aviation, to a achieve an effect ... that is greater than if each arm was used ... in sequence.”

### **Systems Connections for Broader Human Services Programs**

This plan also creates thoughtful combinations of programs funded with proceeds for vulnerable populations. County-funded criminal justice system diversion programs are supported in their work through complementary and connected housing systems funded in this plan. This levy funds a consolidated domestic violence hotline that will connect formerly separate call lines into one hotline, open 24-hours a day and available to serve survivors in multiple languages. The levy also funds first-of-their kind positions to coordinate County-funded outreach teams, ensuring that separate programs are connecting to achieve a unified, countywide effect.

### **The VSHSL as a System for Its Partnered Providers**

In addition to working with VSHSL-funded partners to create systems of service for veterans, seniors and vulnerable populations, the VSHSL's focus on systems will also improve how the VSHSL supports service providers. This plan includes new programs to fund translation of levy provider materials, race and ethnic equity and trauma-informed care trainings for levy providers, and universal access to a King County nonprofit wage survey that can give VSHSL-funded providers the information they need to better understand how they compensate may be contributing to staff turnover.

This plan is not sufficient to fully connect King County's millions of residents or to fully systematize an often fractured human services system. But this plan recognizes that the VSHSL must join the growing movement in human services to create a broader system, and this plan takes concrete steps to fund programs that foster interpersonal belonging and "combined arms" systemization in services provided to low-income veterans, seniors and vulnerable populations.

### **VSHSL's Role: Prevention and Serving People Whom Others Cannot**

The VSHSL provides services to an array of valued residents in King County: veterans and their families, seniors and their caregivers, and all persons or communities whose current or historical exposure to trauma, violence, poverty, isolation, bias, racism, stigma, discrimination, disability or chronic illness makes them vulnerable to reduced health, financial, housing or social stability. All King County residents will fit one of those categories at some point in their life. Most will fit several.

Given the broad mandate of the levy relative to its finite resources, this plan focuses its role in the broader human services system by asking the question "**What can only the VSHSL do?**"

The VSHSL is a powerful resource because of its flexibility. Its eligibility criteria are inclusive. Unlike other funding sources that require service recipients reach crisis levels before services can be rendered, the VSHSL includes few but broad categorizations in hopes of prospectively improving people's lives. For example, the VSHSL does not require people to wait until actual homelessness before providing services that can prevent homelessness. The VSHSL does not require a manifestation of an adverse health condition before services can be offered try to prevent that condition from ever occurring. The VSHSL can be responsive and address human services needs, wherever these needs are prevalent in the county.

This adaptability and the question “What can only the VSHSL do?” drive two defining roles for the VSHSL that inform this plan: the VSHSL can focus on prevention and the VSHSL can serve those whom other funding sources cannot.

### **Prevention**

Investments in prevention can avoid later and greater human and fiscal costs. The majority of the services funded by the VSHSL are intended to prevent problems. This plan calls for:

- Extensive investments in strategies to prevent persons from experiencing homelessness, including new programs for alternative dispute resolution, legal aid, financial assistance, housing counseling and senior home repair.
- Investments in programs that screen for behavioral health conditions in seniors, mothers, veterans, and veterans’ families and then makes treatment connections when warranted, thereby preventing behavioral crises instead of reacting to them.
- A first of its kind countywide prevention initiative to reduce instances of domestic violence, sexual assault and sexual exploitation.
- Investments in financial literacy programs to help seniors identify and prevent financial predation and programs to nurture young families.

While the VSHSL’s design promotes strengths-based concepts of housing stability, financial stability, healthy living, social engagement and service system access and improvement, this plan recognizes the key role of prevention in those promotion efforts.

### **Serving Those Whom Others Cannot**

In approving the VSHSL by an overwhelming majority, King County voters showed their support for the levy’s priority populations. The levy’s definitions of eligible persons are inclusive and position the levy to fill the cracks of eligibility through which too many County residents otherwise fall.

- Too many persons in institutions exit those institutions into homelessness, often because the fact of having been incarcerated or institutionalized for 91 days instead of 89 days makes a person ineligible for federally-funded homeless housing.
- Survivors of domestic violence or sexual assault are often “over income” for income-based services despite the fact that their abuser keeps them from accessing any of income imputed to them.
- Veterans whose discharge is below a certain level—often correlated to the presence of PTSD or to unequal enforcement practices—are turned away from federal or state-funded veterans services even if they have been previously deployed to combat.
- Veterans’ families, who also bear the intense burdens of military service, are rarely eligible for VA care.
- Undocumented persons are often excluded from services, and too many immigrants and refugees are made to feel unwelcome by small practices that add up to large barriers.

In all of these cases, the VSHSL can serve the full diversity of King County when other systems cannot or do not. In addressing the full diversity of King County during implementation of the strategies and programs in this plan, implementation staff shall consider funding provision of services in regions of the county where needs for those services are prevalent and regardless of whether broad social indicators for those regions may mask localized or individualized need.

## VSHSL Planning Background and Requirements

### Key Accomplishments of the 2006-2011 and 2012-2017 Veterans and Human Services Levies

The expanded VSHSL that went to the voters in 2017 followed the previous VHSL's twelve years of positive impact on people's lives and communities. Both the original and renewed VHSLs served veterans, servicemembers and their families and other individuals and families in need. Both levies called for a 50-50 split of proceeds – half for veterans and half for others in need.

Three goal areas provided focus for funded programs and services under the previous levies:

1. Reduce homelessness
2. Reduce emergency medical and criminal justice involvement
3. Increase self-sufficiency for veterans and vulnerable populations.

Given that the second levy was a straight renewal, there was little room for significant change. Demand for most of the VSHSL-funded services in the first levy remained high for the second. The guiding principles, including major strategies and activities remained consistent from the first to the second levy. Service Improvement Plans (SIPs) developed for both the first and second levy identified and numbered specific activities in support of attaining the goals noted above.

In fact, the SIP for the 2012 levy was largely a continuation of the previous levy, with minor changes in services based on community input on unmet needs. Those programs that were least effective lost funding to make possible new or expanded efforts. Notable changes in the 2012 VHSL included the following enhancements:

- a greater emphasis on serving military families and justice-involved veterans
- increased outreach and services for women veterans and veterans of color
- creation of an information line for referral services for veterans and their families
- geographic expansion of a depression treatment program for seniors
- design and implementation of health care reform
- increased resources for supportive housing, including housing for homeless youth.

In support of transparency, an annual report has been prepared for every year of the VHSL, beginning with the very first year. They provide a complete financial report on revenues and expenditures for every year, and a brief note on the progress or outcome of every single goal area strategy and activity. All of these previous reports are available online and have been

reviewed and accepted or approved by King County Council motion.<sup>2</sup> Following are just a few of the many accomplishments and outcomes achieved over the past 12 years.

### Key Accomplishments and Outcomes of the Veterans and Human Services Levy (2006-2017)

- **Served 35,000 people** every year since 2012 in a levy-funded service including the services outlined below.
- Funded the creation of **2,056 units of affordable or supportive housing**, including units set aside for veterans and for people exiting homelessness.
- Helped an average **800 people annually gain or maintain housing** who were experiencing homelessness or at risk of homelessness.
- **Created the mobile medical van**, Public Health—Seattle & King County’s well-known and very successful outreach to homeless and very low-income people. Each year, **more than 875 homeless** or otherwise at-risk individuals accessed health and behavioral health services who otherwise would not have received any care.
- **Screened 12,500 mothers for maternal depression** at integrated community/behavioral health centers, with treatment services to promote improved mother/child health provided to more than **523 mothers annually** who screened positive for depression.
- Provided **15,000 counseling hours** to veterans and their family members for post-traumatic stress disorder, military sexual trauma or other conditions.
- Helped **3,800 incarcerated or formerly incarcerated veterans** or persons at high risk of incarceration access re-entry case planning, supportive services and connections to housing or health/behavioral health care to successfully return to their communities.
- **Saved taxpayers over \$7 million** in cost offsets by targeting efforts to house, serve and stabilize the highest users of jail or hospitalizations, serving about 780 clients each year.
- Continued to **build employment and training programs** for returning veterans and for people seeking to exit homelessness so they could achieve self-sufficiency. In 2016 alone, household income for veterans in the program increased by nearly \$28,000 per household and more than \$3.5 million overall.

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<sup>2</sup> Recent motions accepting VHSL annual reports include Motions [15057](#), [14781](#), [14439](#), and [14235](#).

## The VSHSL Planning Process

From the beginning, the planning for the renewal of the Veterans and Human Services Levy focused on two key objectives: 1) build on the success of the previous two levies and 2) engage and involve the community in the development of the proposal for the future levy.

Outreach to the community came in several forms: online surveys, focus groups, community conversations and informal meetings with key stakeholders and partners. Staff combined resident input with data study and research. Detail on community input is provided in the next section of this plan.

These efforts revealed that some populations not previously supported by the levy merited consideration for inclusion, particularly if the levy amount increased. One population of need that surfaced in nearly every conversation was older adults, with many people voicing concern that the needs of seniors were not being met, even as their numbers were growing every day. Other populations called out were survivors of domestic violence and sexual assault, refugees and people with disabilities. Community input also noted the challenges faced by unpaid caregivers for older adults and persons with disabilities.

Another issue frequently noted was the issue of isolation, whether for veterans, older adults, caregivers, immigrants and refugees, or residents of the rural areas. Community concerned tracked with the growing body of research that social isolation has direct health-harming effects.

**Key Legislative Steps in VSHSL Renewal**

Timeline for Executive Transmittal of Proposed Legislative Actions																				
	2017											2018								
	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
VHSL Guidance Motion Response Reports	Council Approval Complete																			
Veterans, Seniors and Human Services Levy (VSHSL) Ballot Measure Ordinance	Executive Drafting; Transmittal May 22nd.			Council Consideration of Ballot Measure Ordinance																
VSHSL Governance Ordinance <small>(Required in Sections 6 of the proposed Ballot Measure Ord.)</small>				Executive Drafting; Target Transmittal August 23rd.			Council and Regional Policy Committee Consideration of the VSHSL Governance Ordinance													
VSHSL Transition Plan				Executive Research, Stakeholder Engagement, & Drafting; Required Transmittal by September 29th.				Council and Regional Policy Committee Consideration of Transition Plan												
VSHSL Implementation Plan Ordinance							Executive Community Engagement, Research, and Drafting; Required Transmittal by March 16, 2018						Council and Regional Policy Committee Consideration of VSHSL Implementation Plan							
<b>Key</b>																				
VHSL = Veterans and Human Services Levy (Expires December 2017) VSHSL = Veterans, Seniors and Human Services Levy											Executive Actions			Proposed Council & RPC Actions						

Anticipating the former VHSL’s expiration, the Metropolitan King County Council passed [Motion 14743](#), directing the King County Executive to research, develop and transmit two reports informing Council deliberations about whether and in what form to renew the VHSL. In March 2017, the Council approved both reports: [Motion 14822](#) approved the Veterans and Human Services Levy Assessment Report, and [Motion 14823](#) acknowledged and approved the Veterans Housing Assessment Report.

Building upon the findings and recommendations of both reports, the Executive transmitted a proposed ballot measure ordinance for the Veterans, Seniors and Human Services Levy (VSHSL) to renew and replace the expiring VHSL. The Executive transmitted a [Blueprint Report](#)

that summarized the concept and key principles of the proposed Ballot Measure Ordinance. On July 20, 2017, King County adopted an amended version of the ballot measure as [Ordinance 18555](#). King County voters [approved](#) the VSHSL in the 2017 General Election with 68.59 percent of voters voting for the VSHSL.

### **VSHSL Ballot Measure Summary**

The VSHSL is a six-year levy lid lift. The VSHSL's first year is 2018, and it will expire at the end of 2023. Its first-year rate is \$0.10 per \$1,000 of assessed valuation with a 3.5 percent limit factor.

Under Ordinance 18555, at least one percent of each year's total proceeds must be allocated to fund capacity building and technical assistance. In addition, \$300,000 of each year's proceeds must be set aside for the Council's discretionary use to mitigate the effects of VSHSL-caused prorationing on suppressed fire and parks districts.

The remaining proceeds are then divided into three equal thirds: one third to provide regional health and human services for veterans and military servicemembers and their respective families; one third to provide regional health and human services for seniors and their caregivers; and one third to provide regional health and human services for vulnerable populations. "Regional health and human services" is defined within Ordinance 18555.

Within each third, a minimum amount must be used to fund regional health and human services that promote housing stability. In 2018, at least 50 percent of each third be used to promote housing stability. In subsequent years (2019 through 2023), at least 25 percent of each third must go to promoting housing stability. In all years, planning and administrative costs, as defined in this plan, may not exceed five percent of each third.

The third for seniors and their caregivers carries an additional condition: half of the third for seniors must be spent on regional health and human services for veterans who are seniors and their caregivers and families until either of two requirements is satisfied:

- Seventy-five percent of the number of homeless senior veterans who were homeless on July 21, 2017 obtain housing; or
- At least \$24 million in housing funds administered by King County—not to include the one-third VSHSL funds dedicated to veterans, servicemembers and their respective families—are spent to house senior veterans in King County.

Ordinance 18555 requires the Executive to develop and transmit three plans:

#### **VSHSL Governance Plan**

The Executive transmitted the required VSHSL Governance Plan on August 23, 2017, which proposed the structure for resident oversight of the VSHSL. The Council passed Ordinance 18722, adopting the VSHSL Governance Plan, in April 2018.

#### **VSHSL Transition Plan**

King County adopted the VSHSL Transition Plan by [Ordinance 18638](#).

### Implementation Plan

This document is the Ordinance 18555-required VSHSL Implementation Plan (“this plan”). Once effective, this plan shall govern the VSHSL until the VSHSL’s expiration at the end of 2023.

## VSHSL Ballot Measure Ordinance Requirements

Ordinance 18555, Section 7.B creates the requirement for this VSHSL Implementation Plan. In addition to requiring the transmittal of this plan no later than March 16, 2018, Ordinance 18555 specifies the following requirements for inclusion in this implementation plan (IP):

- **IP Requirement 1: Describe the expenditure of levy proceeds to achieve outcomes related to healthy living, housing stability, financial stability, social engagement, and service system access and improvement for VSHSL priority populations consistent with Ordinance 18555, Section 4.**

This plan addresses this requirement within the section entitled *VSHSL Implementation Plan Structure: Results → Strategies → Programs* as well as further discussion of performance measures for each strategy and program in the section entitled *Measuring VSHSL Strategy and Program Performance*.

- **IP Requirement 2: Include definitions of “planning” and “administration” as those terms are used in sections 4.B.1-3 of Ordinance 18555 and the percentage of levy proceeds from each third of the levy that will be used to perform those activities.**

For the purposes of this plan, “planning” and “administration” are defined as follows:

**“Planning”** refers to staff positions and their related activities that research, design, prepare for and execute the fiscal, human resources and management-level direction-setting and supervision of the VSHSL as a whole. Planning staff positions and activities have responsibilities across multiple VSHSL programs. “Planning” does not include staff positions and their related activities that conduct performance measurement and evaluation of the VSHSL and its programs, that manage community partnerships and communications about the VSHSL, that consolidate human services reporting or that provide or implement VSHSL-funded capital facilities and regional health and human services.

**“Administration”** as it used in this plan means staff positions and their related activities that oversee, direct or enable the operation of multiple VSHSL strategies, programs, or the VSHSL as a whole. Examples of “administration” include staff and activities that provide support for the VSHSL’s resident oversight board or boards, staff and related activities that provide fiscal planning and accounting services for the levy, perform management-level supervision of VSHSL staff across multiple VSHSL programs, manage and execute procurement processes, manage overall levy performance or

performance among multiple levy programs, or provide other division or department-level oversight services. “Administration” does not include staff positions and their related activities that conduct performance measurement and evaluation of the VSHSL and its programs, that manage community partnerships and communications about the VSHSL, that consolidate human services reporting or that provide or implement VSHSL-funded capital facilities and regional health and human services.

Annual allocation tables contained within this plan limit costs for planning and administration (categorized jointly as “administration”) to five percent of proceeds for each third of the VSHSL.

- **IP Requirement 3:** include a definition of “housing stability.”

This plan defines “housing stability” consistent with the definition adopted by the enacted VSHSL Transition Plan: Housing stability is a household’s ability to gain and maintain safe, habitable housing in a community of one’s choice for less than approximately forty percent of household income. The subsection entitled Housing Stability Strategies begins with additional information about this definition.

- **IP Requirement 4:** include and utilize criteria that address geographic differences and trends in housing stability, including housing costs, to assess the need for and to allocate housing stability investments.

This plan addresses this topic within the section describing housing stability strategies under a header entitled *Addressing Geographic Variations in Housing Costs*.

- **IP Requirement 5:** include identification of services, programs, operations and capital facilities that 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.

Four of this plan’s components respond to this requirement:

- **Programs:** SS 4.B (Levy Core Competency Training) and SS 4.C (Countywide Nonprofit Wage Survey) are two programs whose purposes include providing training or information that allows service providers to understand industry pay norms in King County or to provide technical skills training that can help providers feel supported and trained in their work.
- **Annual Allocation Growth for Programs:** In a change from the former VHSL, this plan’s allocation tables include annual growth for most programs to accommodate increasing costs and to contribute to staff retention at contracted service providers.
- **Technical Assistance and Capacity Building:** Ordinance 18555 requires at least one percent of annual proceeds to be set aside for technical assistance and capacity building (TA/CB). Effects of capacity building for small organizations can include the

improvement of centralized systems like Human Resources that can help service providers craft policies and practices that promote staff retention.

- **Provisional Staff Retention Performance Measure:** This plan's set of provisional performance measures includes a draft measure for all programs to report annual staff retention or turn-over. Once providers have produced sufficient data to identify trends and disparities, that information can help providers and County staff to understand which programs may have higher than average staff turnover and then partner in designing interventions to mitigate that trend.

- **IP Requirement 6:** identify and describe accountability measures for each levy priority population across each of the five VSHSL result areas.

This plan discusses performance accountability measures in the section entitled *Measuring VSHSL Strategy and Program Performance*.

- **IP Requirement 7:** describe a regular performance monitoring program that will assess and report on how well the VSHSL is achieving outcomes.

This plan discusses a performance monitoring program in the sections entitled *Measuring VSHSL Strategy and Program Performance* and *Reporting and Accountability*.

- **IP Requirement 8:** describe how VSHSL reporting and performance monitoring will be coordinated with performance monitoring and reporting on other dedicated human services funds.

This plan discusses addresses this requirement within the section entitled *Human Services Alignment and Consolidated Reporting*.

- **IP Requirements 9-10:**

**9:** include among IP performance measures the goal of housing 75 percent of the number of senior homeless veterans as of the date that Ordinance 18555 was enacted (July 21, 2017).

**10:** include the methodology for determining the number of homeless senior veterans and for determining how many are housed. The plan shall also provide for the implementation of that tracking.

This plan satisfies these requirements within the section entitled *Housing Homeless Senior Veterans*. The provisional performance measures for HS 4 (Navigate Homeless Veterans to Housing) also include a provisional performance measure to track how many homeless senior veterans find housing.

- **IP Requirement 11:** describe how VSHSL performance monitoring and reporting will focus on result and not simply on numbers served.

This plan's section entitled *Measuring VSHSL Strategy and Program Performance* discusses at length how the VSHSL performance measurement staff will seek to answer three questions (How much? How well? Is anyone better off?) in all performance measurement in order to understand not just the rate of programs' throughput, but also the quality with which programs and providers serve clients and the benefits in clients' lives that programs accomplish.

## Incorporating Strategies, Activities, Allocations and Other Material Elements of the VSHSL Transition Plan

Ordinance 18555 requires two plans to implement the VSHSL. The first is the Transition Plan, the purpose of which is to govern VSHSL investments and activities until an implementation plan is effective. The Transition Plan went into effect on December 31, 2017 and is attachment A to Ordinance 18638. The second plan is this implementation plan, which will govern VSHSL investments and activities from its effective date until the VSHSL expires in 2023.

To ensure continuity of services and to maximize predictability for both recipients of VSHSL-funded services and contracted community-based organizations, the Transition Plan was proposed and conceptualized as the plan to govern the VSHSL in 2018, the levy's first year. Creating the Transition Plan to conform to the calendar year provided essential predictability for VSHSL-funded service providers and their clients. It also minimized administrative costs and maximized efficiency by allowing the County's DCHS staff to prepare and execute contracts with community-based organizations in which the contracts contemplated performance of services through 2018.

Although the Transition Plan was conceptualized as the plan to govern the VSHSL during calendar year 2018, Ordinance 18555 specifies that the Transition Plan shall remain in effect until the Council adopts an implementation plan by ordinance, which is likely to happen before December 31, 2018. The following paragraph is intended to ensure that adoption of this plan allows VSHSL strategies and programs to operate without disruption during the transition between the Transition Plan and this plan and does not undermine the continuity and predictability for the VSHSL's services currently being provided to clients and currently implemented by community partners as authorized by the Transition Plan.

This plan incorporates the material elements of the Transition Plan, including its directed strategies, programming, activities and allocations of VSHSL 2018 proceeds, as well as allocations and authorizations for activities related to planning, administration, and evaluation of the VSHSL in 2018. These allocations shall remain in effect until December 31, 2018 or until the Council adopts by ordinance an implementation plan, whichever is later. Specific Transition Plan strategies were designed to be implemented under the Transition Plan but with the potential for program execution and expenditure taking place in 2018 or later years. These include the Transition Plan's Housing Stability Strategy One ("Capital and Operating Funds") for Veterans, Seniors and Vulnerable Populations and Housing Stability Strategy Two ("Master Leasing Strategy and Shallow Rent Subsidies") for Veterans, Seniors and Vulnerable Populations and by this reference are incorporated into this plan and authorized to continue consistent with the Transition Plan, subject to appropriation.

As part of the incorporation of the Transition Plan's material elements into this plan, including its directed strategies, programming, activities and allocations of VSHSL 2018 proceeds, this plan also incorporates the Transition Plan's allocations of 2018 VSHSL proceeds to continue for 2018 the activities of the former Veterans and Human Services Levy as described by the Transition Plan and summarized on Table 1 from the Transition Plan, entitled "Current VSHSL

Services Continued in the Transition Plan,” found after line 511 of the enacted Transition Plan, and table is reproduced below.

Current VHSL Services Continued in Transition Plan Broken into New VSHSL Expenditure Categories				
Current VHSL Activity	Veterans expenditures under Ord. 18555, Section 4.B.1	Seniors expenditures under Ord. 18555, Section 4.B.2	Vuln. Population expenditures under Ord. 18555, Section 4.B.3	Primarily promotes Housing Stability?
<b>1.1 King County Veterans Program</b>	<b>\$2,485,000</b>			
<b>1.2 Outreach &amp; Engagement</b>				
A Enhanced Outreach to Women Veterans & Veterans of Color	\$300,000			Y
B Veteran Information and Referral	\$100,000			
C Homeless Veterans Street Outreach	\$84,000			Y
<b>1.3 Veterans Employment and Training (Vet Corps)</b>	<b>\$200,000</b>			
<b>1.4 Contracted PTSD Treatment &amp; MST Curriculum</b>	<b>\$450,000</b>			
<b>1.5 Veterans Justice</b>				
A Veterans Incarcerated Program	\$100,000			
B Veterans Legal Assistance Program	\$20,000			
C Emerging Programs for Justice Involved Veterans	\$345,000			
<b>1.6 Support for Military Families</b>				
A Military Family Outreach	\$174,000			Y
B Military Family Counseling	\$100,000			
<b>2.1 Outreach &amp; Engagement</b>				
A Homeless Street Outreach	<b>\$86,000</b>		\$190,000	Y
B Sobering/Emergency Services Patrol	\$45,000		\$100,000	
C Mobile Medical Outreach	\$90,000		\$210,000	
D South King County Homeless Outreach	\$15,000		\$65,000	Y
<b>2.2 Housing Capital (See Notes in Total Cost to Continue Summary Below)</b>				
<b>2.3 Housing Stability Program</b>	\$400,000		<b>\$400,000</b>	Y
<b>2.4 Housing Support Services</b>				
A Housing Health Outreach Team	<b>\$75,000</b>		\$290,000	Y
B On-Site Support Services	<b>\$720,000</b>		\$1,000,000	Y
<b>2.5 Criminal Justice Initiatives</b>				
A ICMT/VITAL (Formerly FACT)	\$63,000		\$142,000	Y
B FISH	\$210,000		\$480,000	Y
<b>2.6 Employment Training</b>				
A Community Homeless Employment Services	\$120,000		\$550,000	Y
B Career Connections	\$120,000		\$300,000	
C No Longer Programmed				
D King County Veterans Internship/Fellowship				
<b>3.1 Behavioral Health Integration</b>				
A Behavioral Health Integration			\$625,000	
B Behavioral Health Integration for Veterans	\$600,000			
<b>3.2 Veteran and Trauma Competency Training</b>	<b>\$200,000</b>		<b>\$50,000</b>	
<b>3.3 Healthcare Reform</b>	<b>\$25,000</b>		<b>\$245,000</b>	
<b>3.4 PEARLS</b>		<b>\$356,000</b>		
<b>3.5 Facilitation of ongoing Partnerships</b>	<b>\$70,000</b>		<b>\$70,000</b>	
<b>3.6 Client Care Coordination</b>			<b>\$100,000</b>	
<b>4.1 Home Visiting (NFP &amp; Healthy Start)</b>				
A Nurse Family Partnership			\$470,000	
B Healthy Start			\$270,000	
<b>4.2 Maternal Depression Reduction</b>			<b>\$625,000</b>	
<b>4.3 Parent Education and Support</b>			<b>\$260,000</b>	
<b>4.4 Passage Point</b>			<b>\$415,000</b>	Y
<b>4.5 Information and Referral</b>				
A 211 Community Information Line			\$50,000	
B Cultural Navigator			\$70,000	
<b>Cost to Continue Current VHSL Services at 2017 Levels</b>				
1. This cost excludes costs to continue current levy administration, evaluation and board support—those continuation costs are embedded in the total admin, evaluation, and board support costs for the VSHSL Transition Plan.				
2. This cost excludes the capital allocation in 2.2 (\$960,000 in Veterans Levy and \$1,200,000 in Human Services Levy)—those amounts are rolled forward as programmable and embedded in the funds available for “new” VSHSL housing stability (See Table 2)				
3. Activity 2.6.D (Vets Internship) is being continued, but there is no cost associated because the activity received complete funding in 2017 to operate through 2018.				
Total cost of continued activities that promote housing stability	\$2,247,000	\$356,000	\$6,977,000	
			\$3,532,000	

As part of the incorporation of the VSHSL Transition Plan’s material elements, including its directed strategies, programming, activities and allocations of VSHSL 2018 proceeds, this plan also incorporates the Transition Plan’s allocations of 2018 VSHSL proceeds for what the Transition Plan called “New VSHSL Housing Stability Investments” as described by the Transition Plan and summarized on Table 2 from the Transition Plan, entitled “Summary of VSHSL Transition Plan’s New Housing Stability Strategy Allocations,” found after line 531 of the enacted Transition Plan, which table is reproduced below.

<b>Summary of VSHSL Transition Plan’s New Housing Stability Strategy Allocations</b>				
	<b>Veterans</b>	<b>Senior Veterans</b>	<b>Seniors</b>	<b>Vulnerable Pops.</b>
	IAW Ord. 18555, §4.B.1	IAW Ord. 18555, §4.B.2	IAW Ord. 18555, §4.B.2	IAW Ord. 18555, §4.B.3
Housing Stability Strategy 1: <b>Capital &amp; Operating Funds<sup>1</sup></b>	<b>\$5,005,000</b>	<b>\$4,500,000</b>	<b>\$1,460,000</b>	<b>\$5,505,000</b>
Housing Stability Strategy 2: <b>Master Leasing &amp; Shallow Rent Subsidies</b>	<b>\$2,110,000</b>	<b>\$2,625,000</b>	<b>\$405,000</b>	<b>\$2,185,000</b>
Housing Stability Strategy 3: <b>Age-In-Place Supports</b>	<b>\$30,000</b>	<b>\$1,415,000</b>	<b>\$780,000</b>	<b>\$10,000</b>
Housing Stability Strategy 4: <b>Enhanced Shelter Partnership</b>				<b>\$1,000,000</b>
Housing Stability Strategy 5: <b>Preventing Inappropriate Housing Loss</b>	<b>\$400,000</b>		<b>\$400,000</b>	
Housing Stability Strategy 6: <b>KCVP Rental &amp; Financial Assistance</b>	<b>\$400,000</b>			
Housing Stability Strategy 7: <b>Promoting Home Ownership</b>	<b>\$500,000</b>			
Cost of Continued Services from Current VSHSL that Promote Housing Stability (See Table 1)	\$2,247,000			\$3,532,000

Table 1

As part of the incorporation of the VSHSL Transition Plan’s material elements, including its directed strategies, programming, activities and allocations of VSHSL 2018 proceeds, this plan also incorporates the Transition Plan’s allocations of 2018 VSHSL proceeds for what the Transition Plan describes as “New Senior Center Investments,” description of which begins at line 1703 of the enacted Transition Plan. This plan also incorporates the Transition Plan’s allocations of 2018 VSHSL proceeds for what the Transition Plan describes as “Technical Assistance and Capacity Building,” description of which begins at line 1751 of the enacted Transition Plan.

## Community Engagement

King County turned to residents and community partners in the development of every element of the levy renewal. The County's VSHSL renewal staff worked with community partners and held 72 community conversations and focus groups, four online surveys, and received responses in 10 languages. In all, 1,697 County residents participated throughout the VSHSL's 21-month community partnership process.

VSHSL staff sought input from a diverse set of perspectives including focus groups held inside of the King County Jail at the Maleng Regional Justice Center (MRJC) in Kent, extensive focus groups with resident oversight boards, conversations in a variety of cities from Seattle to Skykomish and in unincorporated areas like Vashon Island. Resident input was instrumental first in determining the size and focus areas for the new levy proposal and continued to be critical to the planning and development of the governance, transition and implementation plans.

### VSHSL Renewal Planning (2016 – February 2018)

## Community Partnership

### 1697 Total Participants

Responses in **ASL, Spanish, Somali, Khmer, Korean, Chinese, Russian, Vietnamese, Arabic, and English**

### 35 Community Conversations

- |                    |                     |
|--------------------|---------------------|
| ✓ Auburn (3)       | ✓ Kenmore           |
| ✓ Ballard          | ✓ Kent (2)          |
| ✓ Bellevue         | ✓ Kirkland          |
| ✓ Bothell          | ✓ Maple Valley      |
| ✓ Burien           | ✓ Mercer Island     |
| ✓ Capitol Hill     | ✓ North Bend (2)    |
| ✓ Carnation        | ✓ New Holly (2)     |
| ✓ Downtown Seattle | ✓ Redmond           |
| ✓ Enumclaw (3)     | ✓ Shoreline (2)     |
| ✓ Fall City        | ✓ Skykomish         |
| ✓ Federal Way      | ✓ Vashon Island (2) |
| ✓ Greenwood        | ✓ West Seattle      |
| ✓ Issaquah (2)     |                     |

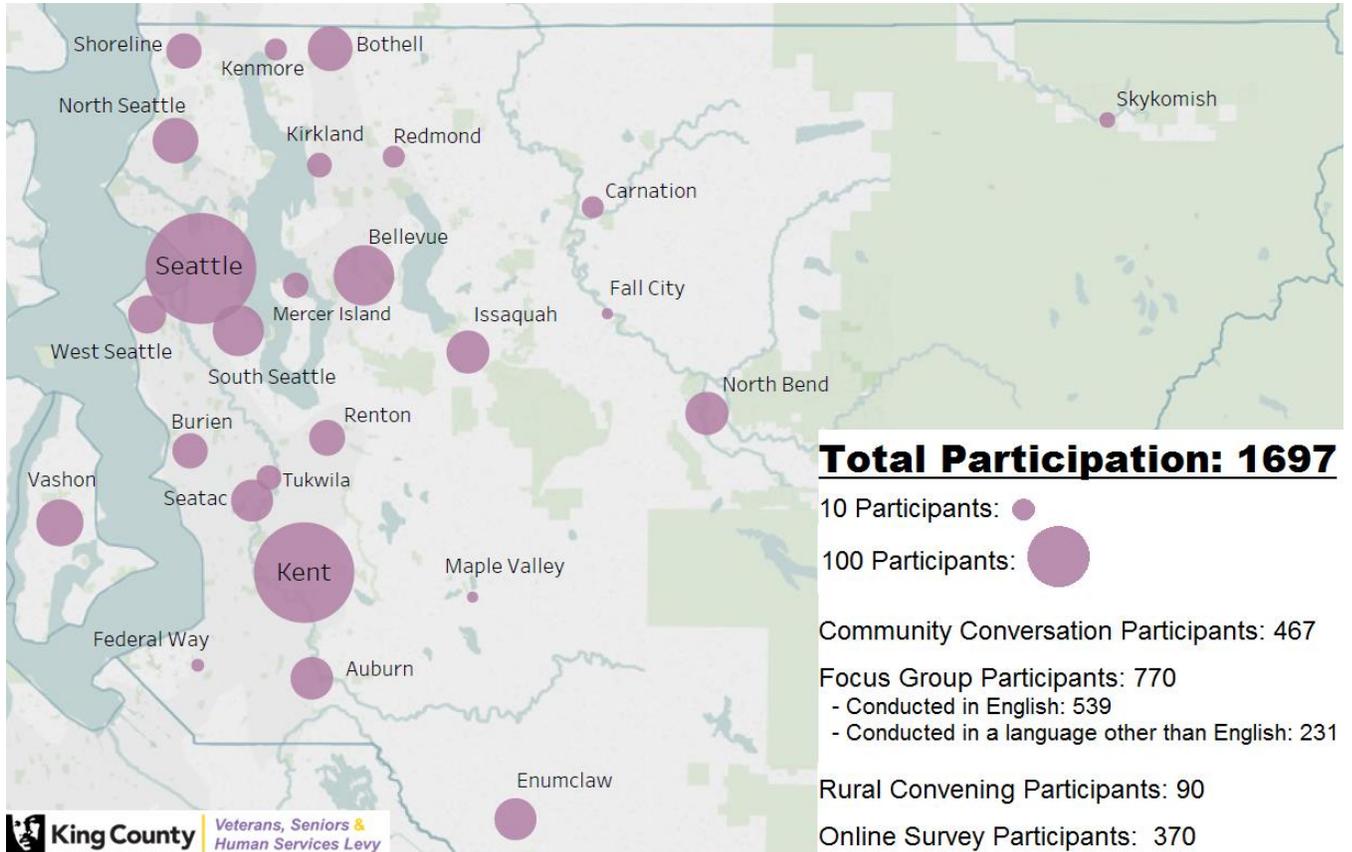
### 4 Online Surveys

- 3 Community Surveys
- VSHSL Provider Survey

### 37 Focus Groups

- |  |   |
|--|---|
| ✓ Aging & Disability Services                | ✓ North Urban Human Services Alliance             |
| ✓ Alliance of Eastside Agencies              | ✓ Open Doors for Multicultural Families (2)       |
| ✓ Asian Counseling & Referral Services       | ✓ Persons with Disabilities Advocates             |
| ✓ Both VSHSL Citizen Oversight Boards (2)    | ✓ Reentry Programming Staff Group                 |
| ✓ Civil Legal Aid Work Group                 | ✓ Sexual Assault Work Group                       |
| ✓ Coalition Ending Gender-Based Violence (3) | ✓ Senior Center Directors                         |
| ✓ Domestic Violence Work Group               | ✓ South King County Council on Human Services (2) |
| ✓ Elder Abuse Council                        | ✓ Student Veterans Forum                          |
| ✓ Eviction Prevention Work Group             | ✓ Transition Plan Input Session (2)               |
| ✓ Incarcerated Veterans & Women at the MRJC  | ✓ Veterans Advisory Board                         |
| ✓ International Drop-In Center               | ✓ Veterans Experts Data-Walk                      |
| ✓ Interim CDA                                | ✓ VSHSL Contractors                               |
| ✓ KC Veterans Program Clients (2)            | ✓ William Booth Center Residents                  |
| ✓ King County Alliance of Human Services     | ✓ Women Veterans Huddle                           |

The map below shows the geographic distribution of community partnership participants.



## Key Considerations in Community Partnership Design

To develop community partnership for the VSHSL renewal planning, VSHSL renewal staff considered elements of process design that would produce useful data to inform renewal planning activities and reports to Council. These design considerations included adopting best practices of other recent community engagement processes (such as those supporting implementation planning for Best Starts for Kids (BSK) and the Mental Illness and Drug Dependency Sales Tax (MIDD)).

Each phase of community engagement mirrored the Results Based Accountability (RBA) planning methodology. RBA is “a disciplined way of thinking and taking action that can be used to improve the quality of life in communities...” that requires staff to facilitate discussions with subject matter experts, community members and focus groups. These phases follow an intentional process that gathers information and builds from each phase to develop and frame

the next discussion. This methodology will continuously inform the VSHSL contracts and reports, with iterative engagement a vital element.

## Equity Impact Review of VSHSL Community Partnership

VSHSL renewal staff employed the King County Equity & Social Justice Strategic Plan's Equity Impact Review (EIR) tool. The five steps of this tool assess the methods, audiences, and information shared throughout the phases of community partnership.

### Stage I: Scope

The VSHSL renewal staff engaged with currently contracted partners of the VSHSL and hosted three rural convenings to understand the gaps in services and support for King County residents and service providers. VSHSL renewal staff contacted King County staff for BSK, Community Service Areas (CSAs) and the MIDD to gather information on their previously hosted public meetings to learn what was most effective for developing an equitable outreach strategy.

### Stage II: Assess Equity & Community Context

This stage incorporated data and lessons learned from the Determinants of Equity to address known disparities in King County. The first series of community meetings were held in large public spaces with English-only speakers and materials. After assessing the lack of diversity planning, the VSHSL renewal staff translated all engagement materials, hosted meetings and focus groups in multiple languages in smaller venues, and partnered with community organizations to gather feedback in a method and format that posed fewer barriers to participation.

### Stage III: Analysis & Decision Process

VSHSL renewal staff consulted with Councilmembers, local stakeholders, community leaders and County staff to incorporate and address any unintended inequities through the form, timing, and logistics of the community meetings. Cross-departmental coordination helped identify any communities experiencing either overexposure or inconsistent engagement from King County government.



#### **Stage IV: Implement**

This stage formally begins with transmittal of the VSHSL Implementation Plan to the Council for consideration. Staff will communicate and share the contents of this proposal to previously engaged communities and groups most affected. This phase will involve presentations to community groups and community-based organizations, and communicating important updates or changes to the status of this plan.

#### **Stage V: Ongoing Learning**

The final phase sets the stage for further iterations and review throughout the life of the VSHSL. The contract management process must facilitate working with contractors to achieve continuous improvement. Feedback received through contracting and evaluative analysis will influence the methodology for developing and administering requests for proposals (RFPs), evaluation and performance management practices, and community engagement.

### **Community Partnership and the VSHSL Renewal Planning Process**

VSHSL staff identified community partnerships as the most important factor in preparing for renewal. Methods for these engagements were drawn from RBA planning and Equity Impact Review findings.

**Phase I (June–December 2016).** Initial engagements focused on informing King County residents about the content and structure of the VSHSL and the renewal process. Participants assessed strengths and weaknesses of their communities and discussed the efficacy of the VSHSL activities, goals and service delivery. The input informed the VSHSL Assessment Report and provided the foundation for issues and priorities for the renewal VSHSL.

**Phase II (January–May 2017).** Residents received a summary of the acquired renewal feedback and planning actions to-date. The community responded to possible areas of focus (shaped by previous input) and strategies for inclusion in the new levy proposal. This phase contained several focus groups, board meetings, presentations to local councils and stakeholder groups, community meetings and outreach to communities that were not engaged in Phase I. Input and feedback refined the areas of focus in the VSHSL Blueprint Report and the Executive’s ballot proposal.

**Phase III (July 2017-February 2018).** Phase III sought input to define and measure success for each result area for the eligible populations of a potentially renewed VSHSL. Input helped to frame and focus preparation of the Council-required plans. This phase included in-person community meetings, focus groups and two online surveys. Both the transition and governance plans were informed by input received from the community before the November 2017 election. Following the election, a final round of feedback sessions served to review and critique key concepts in the draft implementation plan before its transmittal to the County Council. Community feedback informed decisions on focus investments, performance management indicators and goals for levy outcomes.

**Phase IV (April-December 2018).** The final phase of community engagement during the renewal planning process will receive community input in the design of RFPs for 2019-2023 VSHSL funds. VSHSL staff will engage residents, service providers, boards and organizations to provide updates on the implementation process and collect best practices for developing an equitable RFP process. This engagement process will occur throughout the County Council's consideration of this plan. Input received will be incorporated before the 2019 RFPs are published and will inform the standards and criteria through which RFPs are reviewed and selected.

**Phase V (2019 – 2023).** This phase of community partnership will begin after completion of RFPs. This final phase will involve continuous improvement, outreach and communication with communities throughout King County. This phase will strengthen relationships in the community, inform reporting processes and influence future communication methods. The annual reports will serve as tools to inform the community and provide regular feedback on VSHSL services. VSHSL contractors, service providers and clients will be essential to the ongoing development of performance measures, contract language, progress tracking and building awareness of VSHSL investments.

## Combined Findings from Community Engagements

King County staff received community input through 35 community conversations, 37 focus groups and four online surveys and compiled this input into five results areas. Participants were asked to define success in each area. Following are the top answers received through all forms of input.

### **Financial Stability**

Input focused on financial resources and skills. This area captured individual and community perspectives, with widespread concern that many could not achieve the necessary level of stability.

#### Defining Financial Stability:

- Having the ability to afford the expenses necessary for personal well-being.
- Balancing ongoing costs through current resources without risking long-term goals.
- Maintaining predictability in household income and expenses (especially housing).
- Having the ability to access financial resources to meet their cost of living.

### **Healthy Living**

Input focused on the physical and mental states of individuals and their capacity to meaningfully contribute and participate in their community of choice. Participants noted the importance of the community in creating an environment that encourages and values a healthy lifestyle.

#### Defining Healthy Living

- Residents contributing to their community and helping and supporting others.

- Communities having access to nutritious food, physical and mental wellness.
- People actively seeking preventative health resources and taking steps to improve their health.
- Having mobility options exist for seniors and limited-access residents.
- Communities promoting and sustaining interactions across multiple generations.

### **Housing Stability**

Feedback demonstrated that residents feel an ever-increasing housing burden. Many commented on this area as necessary for success in other areas of the VSHSL (housing as the necessary foundation).

#### Defining Housing Stability

- Housing should be appropriate for household size.
- Housing should be accessible to the necessary aspects of life (employment, schools, groceries, etc.) for sustained engagement in the community.
- Stability requires at least some predictability in the cost (no sharp rent increases).
- Stable housing should have the capacity to comfortably age-in-place.
- Neighborhoods experience a diverse range of races and/or ethnicities, ages and incomes.

### **System Access and Improvement**

Participants identified the characteristics of a system that provides excellent service. Discussions involved what the County must provide for contracted agencies and characteristics that most benefit clients and community. Community input from this category informs this plan's "how well?" performance measures, described further within the section on measuring performance.

#### Characteristics of an Excellent Service System

- Outreach to communities with the greatest health needs and economic challenges.
- Ongoing information sharing and community input (two-way communication).
- Advertises the services and resources available through the VSHSL.
- Prioritizes accessibility, hiring bilingual staff and training for cultural competency.
- Low-barrier access and coordinated services.

## VSHSL Priority Population Overviews

The VSHSL establishes three primary populations that will receive services through the levy. The levy continues its support for veterans, servicemembers and their families; expands its reach to assist seniors and their caregivers; and continues support for vulnerable populations. This section defines those populations and their needs.

### Veterans and Military Servicemembers and their Respective Families

King County is home to approximately 101,343 veterans, representing about 5.9 percent of the population age 18 and older.<sup>3</sup> Over the past 10 years, the number of veterans has declined (there were 138,902 veterans in King County in 2007), mostly due to an aging veteran population.

For the past decade, the County has welcomed home approximately 1,000 veterans per year returning from the wars in Iraq and Afghanistan. These veterans represent the largest cohort among veterans in King County, numbering just over 35,000. The second largest cohort are Vietnam veterans (nearly 34,000), with a third cohort of older veterans ages 75 and older who served during World War II or the Korean War (13,500). The military experience among veterans varies significantly depending upon the era in which they served, and an individual's experience in the military appears to directly affect their ability to reintegrate to civilian life.

Community input and focus groups with veterans helped to identify challenges and needs for both newly returning and aging veterans looking to live healthy lives in the community:

#### Homelessness

Homelessness is growing, despite concerted efforts in the community to house veterans. Data from the 2018 Count Us In Point in Time Count found an estimated 921 persons identified as veterans, a 31% decrease from the number identified in 2017. Over half (57%) were unsheltered. Approximately 35% of these veterans were experiencing chronic homelessness. A disproportionate number are persons of color. The majority of homeless veterans are single, male and over age 50. Male veterans experiencing homelessness were older than female veterans. In 2015, 3,722 veteran households were served by homeless housing and service providers in King County. Of these households, 3,249 (87%) were single adults and 190 (5%) were families with children.

Incarcerated veterans often come from homelessness and are released into homelessness. Re-entry programs created for veterans in the justice system are working to change that.

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<sup>3</sup> ACS, 2016

### **Poverty**

A growing percentage of veterans are living in poverty. The numbers of veterans in poverty and the severity of their poverty has grown since 2006. Over 18,000 King County veterans earn below 200 percent of the federal poverty level (\$24,120 annually for a one-person household).

### **Women in the Military**

With the current reliance on an all-volunteer military, the U.S. armed forces has seen a steady decline in the number of men serving in the armed forces while women are making up a larger percentage. Women veterans are, on average, younger (ages 22-40) and more diverse than their male counterparts. Far too many have experienced gender-based violence, including military sexual trauma.

### **Veteran Culture**

All returning veterans may need some support to find affordable housing, secure well-paying jobs, and reconnect with their families. Most civilians have little understanding of military service or military issues in general. In what is termed the Military-Civilian Divide, local service providers may be challenged in adequately responding to the needs of veterans in a culturally competent manner. It is critical, therefore, to provide training and context to the military experience for community agencies that will serve veterans, servicemembers and their families.

### **Behavioral Health**

Many veterans come home with mental health and service-related trauma. Up to 19 percent of Iraq and/or Afghanistan war veterans experience a mental health problem, and among veterans who are homeless, up to 45 percent suffer from mental illness and emotional stress. Substance use is another serious problem among veterans who are homeless. Studies show that up to 70 percent of homeless veterans suffer from substance use problems, with considerable overlap between mental illness and substance use disorders.

A 2014 Washington State study reported 219 veteran suicides. The suicide rate is highest among 18-34 year olds; and in all age groups, the veteran suicide rate is higher than the suicide rate among all people in Washington in that age range. National trends are similar. The rate of suicides is greatest among younger veterans ages 18-29, but the actual number of suicides completed is greatest for veterans ages 50-69. Nationally, the risk for veteran suicide has increased every year since 2001.

### **Aging**

The veteran population is aging, with the majority of King County's veterans over the age of 55 (served during the Vietnam era or before). Many are presenting military service-related illness and disabilities in addition to the aging issues of the general population.

### **Recent Returnees**

Younger veterans are more economically and racially diverse than their older counterparts. Younger veterans, including those just returning from Iraq and Afghanistan face specific challenges, including the following:

- Social isolation.
- Trauma and behavioral health concerns, including post-traumatic stress, traumatic brain injury and military sexual trauma.
- High rates of disabilities as a result of their military service, including amputations and chronic pain issues.
- Substance use and chemical dependency.
- Increased rates of unemployment or underemployment.
- Increased need for legal assistance for issues such as outstanding warrants and child support orders.

## Seniors and their Caregivers

Seniors and their caregivers are new additions to the scope of the VSHSL in response to community input, research and the recognition that it is a growing population in need of targeted support. Input from the community also spoke of the need to assist the unpaid caregivers who make it possible for older adults to remain in their homes and communities.

Ordinance 18555 defines “senior” as a person who is at least 55 years old. Another frequently used term for this population is “older adult.” The term “caregiver” refers to a family member or friend who supports an older adult, but is not provided payment for providing those services. In King County, currently 70 percent of people living with a disability reside with a family caregiver, and 23 percent of those family caregivers are themselves older adults, ages sixty or older.

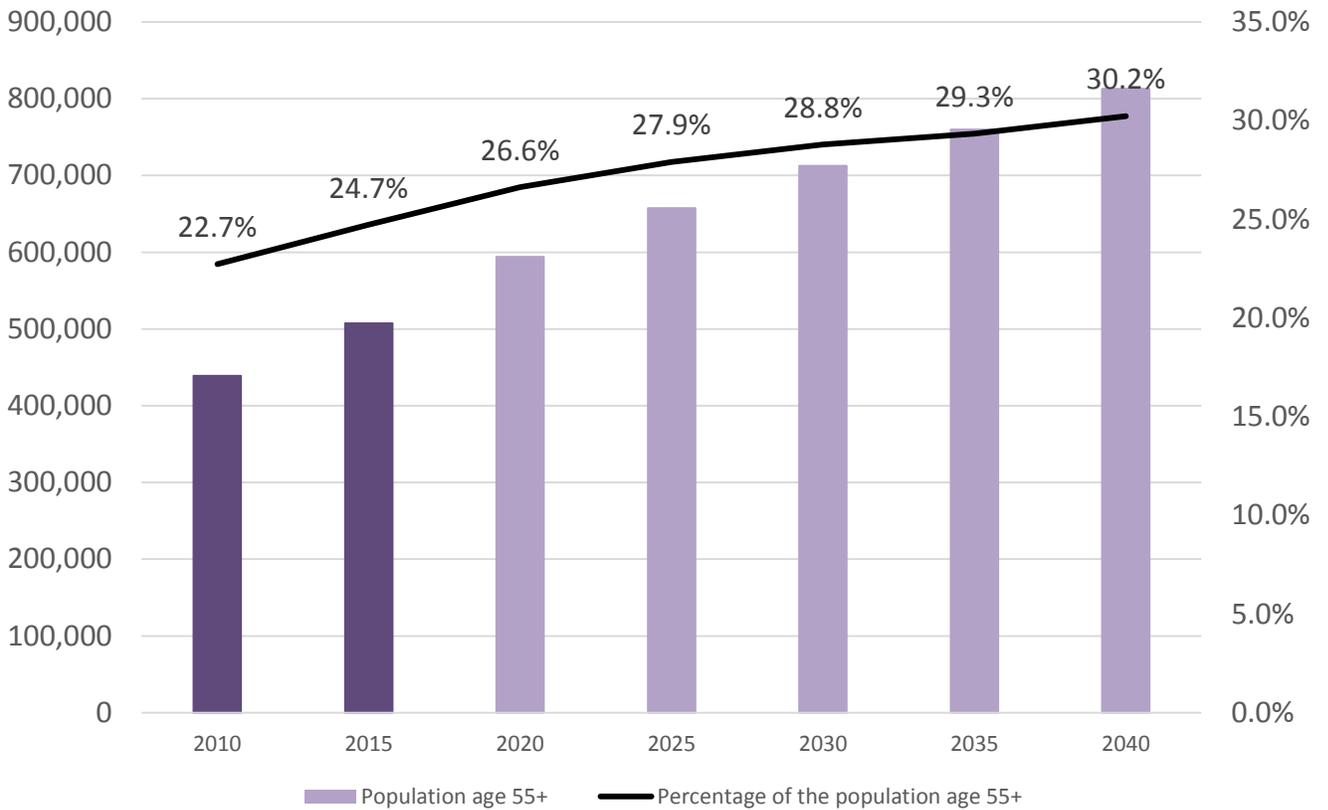
### **Aging in King County**

Older adults, and especially the older among them, are a vulnerable population. Of the people turning 65 today, one out of three will need some kind of long-term services and supports in the future. Unpaid family caregivers—spouses, adult children and others—provide the bulk of this care. Federal, state and local philanthropic funding sources have either failed to keep pace as the older adult population grows or, in some cases, organizations have stopped funding senior-specific causes or programs.

### **Population Growth**

The following chart demonstrates the projected growth of King County’s older adult population. By 2040 30 percent of King County’s population (over 800,000 individuals) will be at least 55 years old. A large increase in the number of older adults, means that current supports will need to be scaled up to meet these older adults’ needs.

**Expected growth in the older adults (age 55+) population**



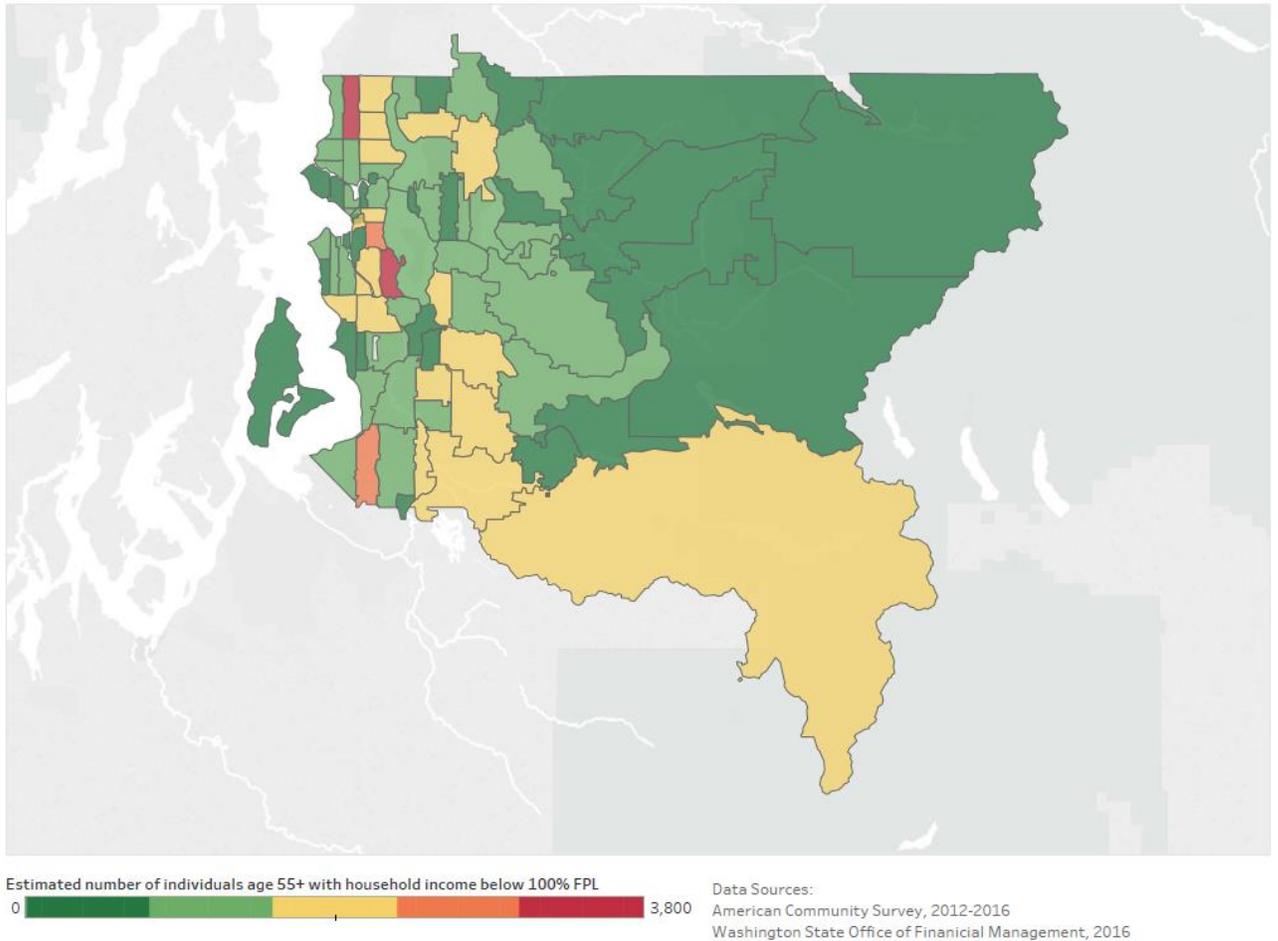
Data source: Washington State Office of Financial Management, Forecasting & Research, January 2018

**Poverty: Living on a Fixed Income**

Poverty exacerbates the vulnerabilities of aging. Older adults often have fixed incomes as a result of reducing their employment status or retirement. As housing and living costs rise, older adults experience additional strain in finding or maintaining affordable living arrangements. Community members voiced great concern at the competing priorities for persons on fixed incomes, as more of their budget goes to maintaining housing and basic needs, leaving very little income to cover unplanned emergencies.

The following map breaks down older adults living in poverty in King County by zip code. It shows a large number of older adults living in poverty in sections of Shoreline, downtown Seattle, Rainier Valley, and Federal Way.

### Older Adults with Household Income Below 100% Federal Poverty Level (FPL)

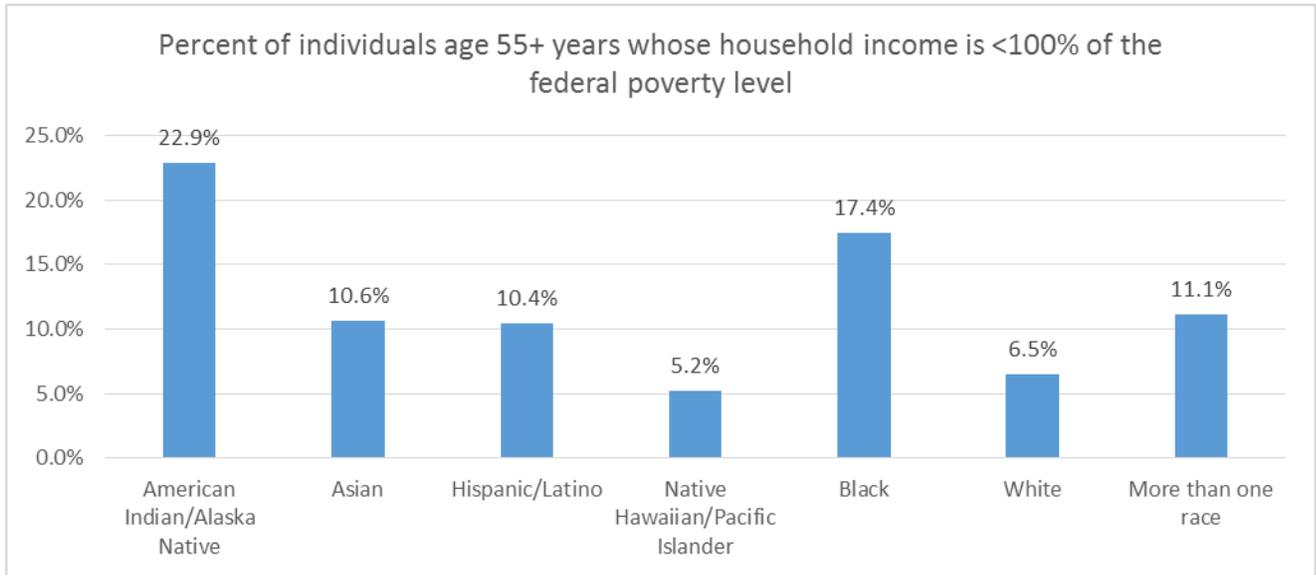


### Race and Ethnicity

The rate of older adults in poverty varies significant by race/ethnicity (see next figure).<sup>4</sup> Black and Native American/Alaska Native older adults have notably higher rates of poverty than the overall rate of poverty for older adults (7.8%).<sup>5</sup>

<sup>4</sup> U.S. Census Bureau, American Community Survey PUMS Dataset, 2012-2016.

<sup>5</sup> U.S. Census Bureau, American Community Survey PUMS Dataset, 2012-2016.



### Lesbian, Gay, Bisexual and Transgender Older Adults

Researchers estimate that approximately two percent of adults age 50 and older self-identify as lesbian, gay, bisexual or transgender (LGBT). The prevalence of many common health problems is elevated among these groups. Compared to their heterosexual counterparts, LGBT older adults are at an elevated risk of disability and mental distress, and are more likely to smoke and engage in heavy drinking. LGBT older adults are also less likely to be partnered or married, which may result in less support and financial security as they age.<sup>6</sup> Discrimination creates several significant risk factors for LGBT older adults.<sup>7</sup> Both historical and contemporary experiences of victimization create obstacles to accessing and utilizing necessary health and social support services.<sup>8</sup>

### Elder Abuse

Elder abuse is a growing issue. Adult Protective Services reported more than 7,000 allegations of abuse and neglect of older adults in 2015.

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<sup>6</sup> <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4706747/>, [http://age-pride.org/wordpress/wp-content/uploads/2013/01/final\\_report\\_tables1-25-13.pdf](http://age-pride.org/wordpress/wp-content/uploads/2013/01/final_report_tables1-25-13.pdf).

<sup>7</sup> Fredriksen-Goldsen, Kim, Muraco & Mincer, 2009

<sup>8</sup> <http://www.washington.edu/news/2017/02/13/new-findings-reveal-health-aging-experiences-of-lgbt-older-adults-across-nation/>

## Vulnerable Populations

Ordinance 18555 defines vulnerable populations:

*Persons or communities that are susceptible to reduced health, housing, financial or social stability or outcomes because of current experience of or historical exposure to trauma, violence, poverty, isolation, bias, racism, stigma, discrimination, disability or chronic illness.*

The VSHSL definition focuses on the ways in which systems operate to create vulnerability. King County is committed to employing an equity and social justice (ESJ) lens when considering the most effective strategies to promote well-being for people in vulnerable circumstances, and a comprehensive approach to promoting ESJ will also include vigilance in understanding how King County participates in systems that create inequities.

Incorporating community input and research, this plan's strategies and programs for vulnerable populations identify survivors of domestic violence and sexual assault; survivors of human trafficking, including commercial and sexual exploitation; immigrants and refugees; people re-entering society after having been involved with the criminal justice system (or enrolled in inpatient treatment programs); and people with disabilities and their caregivers. Some of these populations received limited support from the previous levies, and some received nothing.

Cross-cutting services and supports may be needed by people during times of vulnerability. Examples include civil legal aid; information, assistance and referral to community services; interpreter and translator services; and case management or advocacy assistance.

### **Survivors of Domestic Violence, Sexual Assault and Commercial Sexual Exploitation**

Vulnerable populations include persons who have experienced domestic violence, sexual assault and commercial sexual exploitation.

#### **Domestic Violence**

A minimum of 14,000 individuals experience domestic violence in King County each year. Most of the reported domestic violence incidents occurred in Seattle and south King County. Professionals who work with survivors of domestic violence estimate that the actual number is significantly higher and more widely distributed across King County than those reported.

Data collected by the Washington Association of Sheriffs and Police Chiefs and the King County Sheriff's Office showed that in 2015, females were assaulted more frequently than males (69% versus 30%). While all age groups had incidences of violence, people between the ages of 19 to 54 years had higher numbers of assaults. This may be particularly true for certain populations such as isolated victims and those living in rural/unincorporated areas, older adults and people with intellectual disabilities. The U.S. Department of Justice's Bureau of Justice Statistics notes that the presence of a disability, whether physical, sensory or intellectual, increases vulnerability for assaults.

Domestic violence is often an underlying cause of homelessness or housing instability. In 2015, 5,023 people who were experiencing homelessness and seeking housing services had experienced domestic violence; 79 percent were female. Service providers noted the immediate need for shelter and long-term housing options for survivors, and that eviction history and debt make it challenging for many survivors to hold a lease in their own name.

In 2015, 54 Washington residents, including four from King County, died from the result of domestic violence. The same year, 4,195 individuals sought domestic violence protection orders.

VSHSL renewal and planning staff sought out advocates, funders, policy makers and service providers on the issues facing survivors of domestic violence. Three primary issues surfaced:

1. Domestic violence contributes to housing instability and homelessness for many.
2. The current system focuses on reacting to the effects of gender-based violence after it has happened. Gaps in the service system include a lack of prevention strategies to prevent harm.
3. Interviews with respondents highlighted that protection orders and weapon surrender processes, law enforcement agencies and the court system are not client-centered.

Culturally competent services build trust and enable service providers to effectively advocate for their clients. This is particularly true for clients for whom English is not their primary language and for those with cultural barriers to seeking help. This was another area of identified need.

### **Sexual Assault**

Survivors of domestic violence often report a sexual assault as well. One survey conducted by Washington State in 2001 reported that more than one-third of Washington State women have been sexually assaulted in their lifetime. Approximately 23 percent of Washington State women have experienced rape, 12 percent have experienced an attempted rape and 7 percent were raped as children. The Center for Disease Control's 2010-2012 National Intimate Partner and Sexual Violence Survey (NISVS) found that 36.3 percent of women in the United States experience "contact sexual violence"<sup>9</sup> in their lifetimes. The study estimates that the prevalence of contact sexual violence for women in Washington State is higher than the national average, with

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<sup>9</sup> The study defines contact sexual violence to include rape, being made to penetrate someone else, sexual coercion, and/or unwanted sexual contact. The Centers for Disease Control and Prevention, National Center for Injury Prevention and Control, Division of Violence Prevention, *The National Intimate Partner and Sexual Violence Survey: 2010 – 2012 State Report*, pg. 17 – 19.

an estimated range between 38.6 percent and 47.5 percent of women experiencing contact sexual violence in their lifetime.<sup>10</sup> For men in Washington State, that estimate is between 18.9 and 29.3 percent in their lifetime; this is also higher than the estimated prevalence at the national level, 17.1 percent over a lifetime.<sup>11</sup>

Women who have survived sexual assault were five times more likely to be diagnosed with Post Traumatic Stress Disorder and three times more likely to experience depression. Men who have been sexually assaulted are more likely to suffer from Post-Traumatic Stress Disorder, anxiety disorders, and depression than those who have not survived sexual assault. A group of King County stakeholders in 2015 met to identify services most needed by victims of sexual assault. Medical advocacy, trauma-specific therapy, legal advocacy and outreach to marginalized communities were highest on the list.

### **Sexual Exploitation and Human Trafficking**

Survivors of human trafficking and sexual exploitation are underserved. The U.S. Department of State estimates that as many as 17,500 foreign nationals are trafficked into the U.S. every year. Washington State is considered a “hot spot” for international human trafficking.

Estimates are that between 100,000 and 300,000 minors are trafficked within the borders of the U.S., and about 300-500 youth are exploited each year in King County. According to the Washington State Task Force against Trafficking of Humans, victims of labor trafficking<sup>12</sup> may be found in a wide range of industries including large-scale industries that include multinational corporations and small businesses.<sup>13</sup>

While standards are in place nationally and internationally to prosecute offenders, it may be difficult on local levels to identify and find the victims. People are often afraid to come forward, fearing violence, deportation or repercussions to their family members, and often speak little or no English and do not know their rights or how to find help, and have no money and no control over their living situation.

Concerted work is currently underway in King County, including the work of the Commercially Sexually Exploited Children Task Force and the demand reduction model work of the King County Prosecuting Attorney's Office, and across Washington State, including the work of the Washington Anti-Trafficking Response Network, to identify victims and provide assistance in moving them out of vulnerable circumstances. The City of Seattle's Office for Gender Based Violence receives around 600 referrals per year,

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<sup>10</sup> Ibid.

<sup>11</sup> Ibid, pg. 26 – 27.

<sup>12</sup> The Trafficking Victim's Protection Act of 2000 defines labor trafficking as "the recruitment, harboring, transportation, provision, or obtaining of a person for labor or services, through the use of force, fraud or coercion for the purpose of subjection to involuntary servitude, peonage, debt bondage or slavery".

<sup>13</sup> *Labor Trafficking*, Washington State Office of the Attorney General, available at <http://www.atg.wa.gov/labor-trafficking>.

primarily for commercial sexual exploitation. Unfortunately, advocates and funders report that once a child turns 18 years of age, many of the supports and resources available to them end.

The vast majority of buyers of commercial sex are white men and a disproportionate number of victims of commercial sexual exploitation are women of color. Addressing this reality promotes the County's equity and social justice goals. Since 2013, police and prosecutors have taken a more aggressive approach with buyers who exploit victims but additional resources are necessary to address demand through prevention, disruption, intervention and accountability.

### **Persons with Disabilities and their Caregivers**

Persons with disabilities and their unpaid caregivers are another identified vulnerable population. A large number of people caring for family members with disabilities attended the community sessions and shared their thoughts, ideas and needs. This group included caregivers of those with intellectual or developmental disabilities as well as those caring for seniors and others with physical or cognitive disabilities.

If a disability is severe or chronic, a caregiver, to assist with activities of daily living, bathing and toileting, taking medications or preparing food, may be of benefit to the individual with a disability. Caregivers assist people of all ages. According to a 2015 report conducted by the National Alliance for Caregiving and AARP entitled *Caregiving in the U.S.*, six in 10 caregivers are female, and the average age of caregivers is 49.2.

The majority of caregivers (85%) provide care to a relative, and 49 percent are caring for a parent and one in 10 caregivers is providing care for a spouse. On average, caregivers provide 24.4 hours of care per week. More than half say they were not trained for the tasks they are performing. Caregiver stress occurs particularly for those providing more than 21 hours of care per week and those who have been providing care for an extended period of time. Caregivers said that respite services would be helpful, especially for those living in the same house as the person receiving the care.

Social isolation is a risk for both the person receiving care and the person providing the care. This is particularly true when caring for someone with significant impairments while living on a low income. Adult Day Health and Adult Day Care centers provide some respite for the caregiver and the chance for the person receiving the care to interact with someone different.

### **Immigrants and Refugees**

More than 430,000 King County residents – 21 percent of the population – are immigrants or refugees. Immigrants include any person who is residing in the United States who is not a citizen or national of the United States, except those who are here under specific nonimmigrant categories (including students, exchange visitors or those with work visas). This definition would include those who are first, second, or third generation immigrants with lawful permanent residence or naturalization who are not United States citizens at birth. Refugees refers to any person who has been forced to flee her or his country because of persecution, war or violence. Refugees typically cannot return to their home country or are afraid to do so.

King County has recognized the need to identify the challenges faced by immigrant and refugee communities. One clear action was taken in 2017 to dedicate approximately \$1 million to provide civil legal assistance to help address residency issues, assist with the process of becoming naturalized, and to help when people are threatened with deportation.

In February 2018, the new King County Immigrant and Refugee Commission was established. This commission will serve as a conduit with the immigrant and refugee community to convey and receive information on issues and challenges experienced by the community.

The King County Immigrant and Refugee Task Force issued a report in 2016 that catalogued issues affecting immigrants and refugees. Four primary barriers to integrating into the community were identified: discrimination, language and cultural differences, difficulty with understanding and navigating systems, and inadequate resources. Other issues commonly referenced include the need for affordable housing, employment paying a living wage, and access to legal systems.

The report also states that a higher percentage of immigrants and refugees lives in suburban cities and unincorporated areas of the county. The U.S. Census shows that the highest refugee populations live in south King County. People who live in rural areas may face increased marginalization.

### **Persons Diverting or Reentering from the Criminal Justice System**

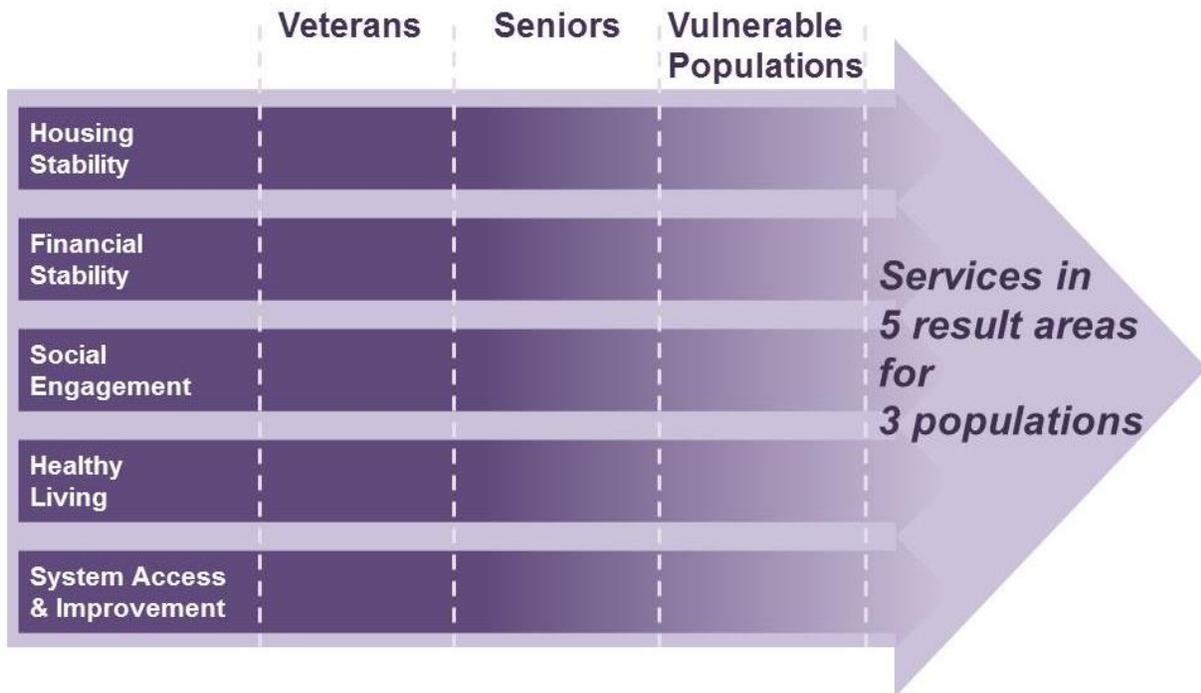
The VHSL supported portions of a continuum of services for justice-involved veterans and families. These programs primarily focus on re-entry and essential services to foster a successful return to the community after incarceration. Community discussions brought out a need for more diversion from the justice system, particularly in cases where mental illness, addiction or disproportionate practices of law enforcement provide the primary cause for justice system contact.

A report entitled *Needs and Services for Individuals in King County Jails* found that approximately 28,000 adults and 2,000 youth were booked into King County jails or youth detention each year. An analysis of that population found three primary needs:

1. A significant number had behavioral health needs. A critical component to reducing recidivism is treatment rather than proceeding directly to incarceration. If behavioral health services are available, diversion is an option for the first responders.
2. Release planning is needed as early as possible. Housing and employment are two of the most important reentry needs of individuals with criminal justice contact.
3. African American/Black and Native American individuals are over-represented in both adult corrections and youth detention. The report recommends creating opportunities for law enforcement to interact positively with community members, provide opportunities for restorative justice and use a trauma-informed approach.

## VSHSL Implementation Plan Structure: Result Areas → Strategies → Programs

This plan is structured to provide services in five **result areas** for the levy's three **priority populations**.



As previously stated, the result areas and priority populations are informed by extensive community input and were included in Ordinance 18555.

The **result areas** are Housing Stability, Financial Stability, Social Engagement, Healthy Living, and Service System Access and Improvement.

The VSHSL's **priority populations** are veterans and military servicemembers and their respective families<sup>14</sup>, seniors and their caregivers<sup>15</sup>, and vulnerable populations<sup>16</sup>.

### Result Areas→Strategies→Programs

This plan describes between four and eight levy **strategies** within each result area. Strategies describe actions that the VSHSL will fund to contribute to community-level change in each result area. This plan describes:

- **Eight** strategies (HS 1 – HS 8) to contribute to community-level promotion of housing stability,
- **Four** strategies (FS 1 - FS 4) to contribute to community-level promotion of financial stability,
- **Six** strategies (SE 1 - SE 6) to contribute to community-level promotion of social engagement,
- **Four** strategies (HL 1 - HL 4) to contribute to community-level promotion of healthy living, and
- **Four** strategies (SS 1 - SS 4) to contribute to community-level promotion of service system access and improvement.

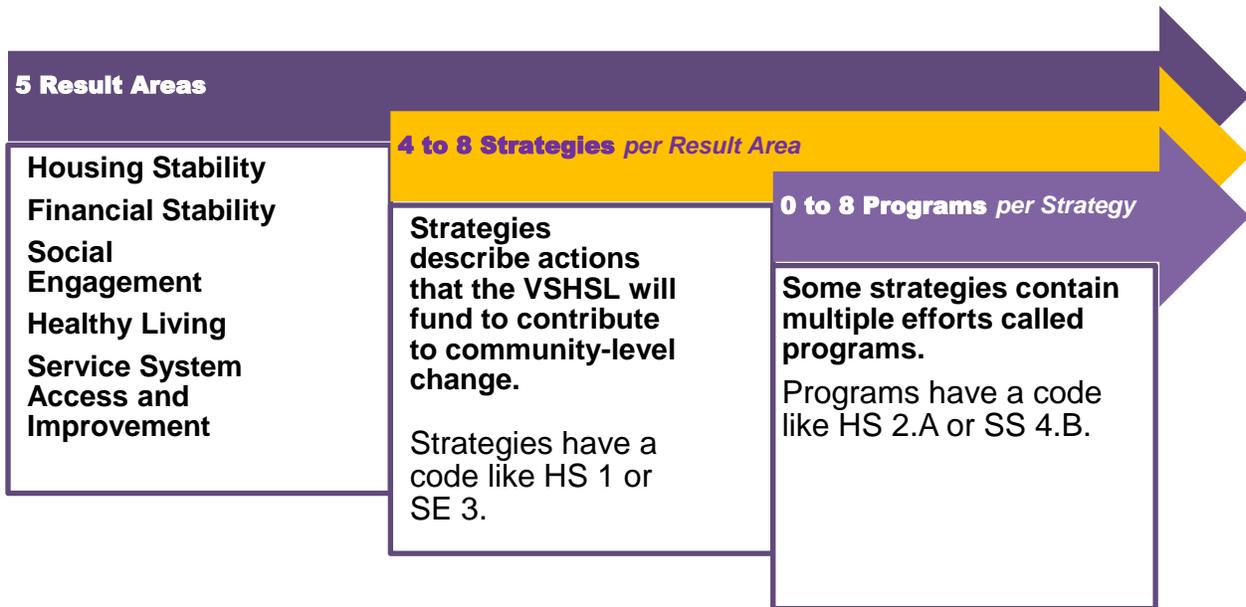
Some of this plan's 26 strategies are singular. Other strategies contain multiple efforts, each of which is called a **program**. When strategies include programs, each program also has a program code. For example, the second program in the first Healthy Living strategy is HL 1.B.

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<sup>14</sup> The VSHSL definition of **veteran** is "a person who has served as either an active duty or a reservist member of the U.S. Army, Navy, Marines, Air Force or Coast Guard, or in the National Guard." The VSHSL definition of **military servicemember** is "a person who is serving as either an active duty or a reservist member of the U.S. Army, Navy, Marines, Air Force or Coast Guard, or in the National Guard."

<sup>15</sup> The VSHSL definition of **senior** is "a person who is at least fifty-five years old." The VSHSL definition of **caregiver** is "a person who, without pay, care for or supervises another person who requires such care or supervision due to disability, chronic illness or, in the case of senior, age-related decline. Government benefits or financial assistance provided directly to a person for being a caregiver are not considered pay within this definition."

<sup>16</sup> The VSHSL definition of **vulnerable population** is "persons or communities that are susceptible to reduced health, housing, financial or social stability outcomes because of current experience of or historical exposure to trauma, violence, poverty, isolation, bias, racism, stigma, discrimination, disability or chronic illness." Ordinance 18555, Section 1.J defines "vulnerable population" and lists an illustrative—but not exhaustive—set of populations that are included within the definition of "vulnerable population."



**Principles of Results-Based Accountability: Choosing Strategies that are Likely to “Contribute to Community-Level Change”**

This plan’s strategies contribute to larger systems and efforts in which the VSHSL is one of many factors. To illustrate this point, veterans homelessness is the product of national, local and personal factors and involves the nation’s two largest federal agencies (the Department of Defense and the Department of Veterans Affairs), the nation’s largest hospital network (the Veterans Health Administration). A myriad of combinations of current and historical decisions, priorities and values at all levels of government and society on fundamental issues including international armed conflict, domestic economic systems, health care, property rights, criminal-legal theory, race and ethnicity, and housing policy are also factors contributing to veterans homelessness. This constellation of factors includes the ways in which institutions at all levels of government and society both create benefits and harms for people, and the disparities with which those benefits and harms are distributed among people.

The VSHSL has neither the scale nor the scope to unilaterally cause community-level change in, or resolution of, societal, generational, and intergenerational challenges like veteran homelessness, senior displacement and isolation, or racial disparities in life expectancy or poverty. County-funded strategies must be *part* of community-level solutions—while also being

vigilant for ways in which they are or incentivize parts of community-level problems—but County-funded strategies cannot be the solution unto themselves.<sup>17</sup>

But accepting these challenges' complexities and the levy's limitations is not an excuse for inaction. Cynicism never solved a problem. King County voters' passage of the VSHSL is a directive and a mandate to contribute to community-level solutions.

The Results-Based Accountability (RBA) planning and performance measurement methodology that informs this plan provides a logic model for two distinct but related processes<sup>18</sup>:

- **Choosing what *strategies* to pursue based on their likelihood of contributing to a desired community-level change<sup>19</sup>**

Executive and Council guidance, extensive community input, internal staff research and Ordinance 18555 influence the desired community-level changes for veterans, seniors and vulnerable populations. This plan describes strategies that the VSHSL will pursue to contribute to those community-level changes.

Clearly identifying the community-level changes throughout this plan, such as reducing veterans homelessness, is a way for the VSHSL to hold itself accountable to only funding a strategy if there is a clear link, shown by research or informed by people with lived experience, to influence the desired community-level change. This focus on the desired community-level change in order to align efforts with other system actors and choose effective strategies is a core RBA principle. The VSHSL uses this approach in

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<sup>17</sup> "The solution to improving quality of life conditions for our children and families, for our communities, cities, counties, states, and nations cannot and does not lie solely in the system of formal government and private sector services. This does not mean that government and private sector spending is not important. Quite the contrary. Government investments are an essential part of any solution, but they can only be part of the solution, not the whole." Friedman, Mark. *Trying Hard is Not Good Enough: How to Produce Measureable Improvements for Customers and Communities*. FPSI Publishing, 2005.

<sup>18</sup> "If ending ... these problems is not within the reach of public and private sector programs and agencies, what is the role of programs and agencies at all? The answer lies in the profound difference that exists between programs and populations. Program must do the best possible job improving the lives of their customers, those directly served by the program. For populations, we must create the community, city, county, state and national partnerships necessary to make progress for people, whether they are receiving services from programs or not. These are separate but connected efforts and we must do both of them well." (Friedman, 2005)

<sup>19</sup> RBA calls this process *population accountability*. In RBA, the output of the population accountability process is driven by seven sequential questions:

1. What are the quality of life conditions we want for the children, adults and families who live in our community?
2. What would these conditions look like if we could see them?
3. How can we measure these conditions?
4. How are we doing on the most important of these measures?
5. Who are the partners who have a role to play in doing better?
6. What works to do better, including no-cost and low-cost ideas?
7. What do we propose to do?

This plan's strategies within each result are the answers to the seventh question and are informed by the renewal process' answers to the first six questions. (Friedman, 2005)

order to design strategies that contribute to large-scale solutions while avoiding the mistake of expecting single programs, strategies or initiatives to solve big community challenges on their own.

- **Funding and operating *programs* by measuring them on how they serve their clients<sup>20</sup>**

The RBA approach does not end with the selection of strategies that will contribute to desired community-level results, and it does not allow single programs or strategies to evade accountability because they are insufficient to cause community-level change. RBA also provides methods to hold each program accountable for serving its clients well. These principles are discussed in a later section on *Measuring VSHSL Strategy and Program Performance* that describes how particular VSHSL-funded providers will be measured and be held accountable for their impact on the clients they serve—and how the VSHSL and its providers will use performance measurement data to continuously improve VSHSL programs.

The following section of this plan describes the VSHSL’s strategies in each result area and the community-level change to which they will contribute. This part of the process describes what the VSHSL proposes to do to contribute to larger solutions generally.

A later section, *Measuring VSHSL Strategy and Program Performance*, describes how particular VSHSL-funded providers will measure and be held accountable for their impact on the clients they serve. That part of the process describes how the VSHSL’s programs serve and benefit their particular clients.

## Reading the Descriptions of This Plan’s Strategies and Programs

Each of the following sections describe this plan’s strategies and programs for each VSHSL result area. This plan sets out 67 programs or strategies across all five result areas. Each strategy or its programs has a description capsule that contains five elements: (1) **community-level change contribution**, (2) **concept**, (3) **rationale**, (4) **timeline**, and (5) a VSHSL proceeds **allocation table**.

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<sup>20</sup> RBA calls this process *performance accountability*. In RBA, the performance accountability process is driven by a different set of seven sequential questions:

1. Who are our customers?
2. How can we measure if our customers are better off?
3. How can we measure if we are delivering services well?
4. How are we doing on the most important of these measures?
5. Who are the partners that have a role to play in doing better?
6. What works to do better, including no-cost and low-cost ideas?
7. What do we propose to do?

Further discussion on the VSHSL’s performance accountability approaches is included in this plan’s section on performance measurement. (Friedman, 2005)

### Understanding the “Concept” Entry

The majority of VSHSL strategies and program descriptions in this plan describe an intended effect that the program should achieve through its investments. In most cases these descriptions are not unduly prescriptive as to how or by what method a funded entity would achieve the effect. The focus on effect (as opposed to effort) is a key component of the VSHSL’s result-based planning methodology. An effects-based approach allows entities to propose during a Request for Proposal process how they would achieve the program’s intended effect for the community they would hope to serve. This approach is premised upon the belief that in most cases, the entities closest to the community will have the best sense in how to design a specific program proposal to contribute to the desired community-level change in the context of their cultural, geographic and experiential context.

This approach is also consistent with the VSHSL’s continuous commitment to community partnership. Having integrated community input and feedback in all major stages of VSHSL planning to this point, the next major phase of community partnership will be when entities prepare and propose plans for how they would achieve a program’s concept.

The description of each strategy or program either identifies a specific entity<sup>21</sup> to implement the strategy or program or identifies the type or types of entity(ies) that are eligible to apply to implement the strategy or program. When identifying a specific entity, this plan specifies that entity by name. In cases where a specific entity is not identified by name to implement the strategy or program, the strategy or program will be implemented after a process that complies with laws and regulations governing King County’s processes to procure and contract for services.

In some cases, a VSHSL program specifies a service delivery model in which another government agency—in some cases another part of King County (like Public Health—Seattle & King County) or an agency of another level of government (like the Washington Department of Veterans Affairs)—will either perform the services directly or lead a follow-on subcontracting process. For these programs, the concept description specifically mentions the particular

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<sup>21</sup> This plan uses the term “entity” to encompass and describe a broad category organizations that includes but is not limited to government agencies, community-based organizations, tribes, tribal organizations, school districts, and partnerships. Where this plan does not intend to encompass the entire set of organizations and persons that qualify as an entity, it employs three sub-categories:

**Government Agency:** A government agency is a type of entity that is part of the federal government, a state government, or a local government.

**Tribe:** A tribe is any tribe, band, nation, pueblo or otherwise organized group or community which is recognized by the United States Secretary of the Interior to exist as an "Indian Tribe" under 25 USC and is eligible for special programs and services provided by the United States because of their federally recognized status.

**Community-Based Organization:** A community-based organization (CBO) is any entity that is not a Government Agency or a Tribe.

government agency and whether it will be the executor of the program or whether it will subcontract. This type of program concept often involves the other government agency using funds from other fund sources in addition to VSHSL investments.

**To What Community-Level Changes Will the VSHSL Contribute?**

Each strategy in this plan embodies significant community input and was developed to contribute to community-level change in this plan’s five result areas for the levy’s three priority populations. Each strategy’s purpose is to contribute to much larger efforts to make changes for veterans, seniors and vulnerable populations.

**Decoding Program Allocation Tables**

In addition to containing a concept, rationale and timeline, each activity also contains a proceeds allocation table. These tables set out the amounts of proceeds from each of the levy’s thirds that are estimated to be allocated to achieve the strategy or program’s intended effect. The estimated allocation tables use a short hand to define under which section of the VSHSL’s eligible expenditures a program is funded. The sample estimated allocation table below provides a key for understanding each program’s allocation.

sample	2019	2020	2021	2022	2023	Population Total
Allocated <b>Veterans</b> Proceeds						\$0
Allocated <b>Seniors</b> Proceeds						\$0
Allocated <b>Vulnerable Populations</b> Proceeds						\$0
<b>Annual Total</b>	\$0	\$0	\$0	\$0	\$0	<b>Program Total (Entire I.P.)</b> \$0

Entries of funds in the row labeled “Allocated Veterans Proceeds” describe estimated allocations of funds made pursuant to Ordinance 18555, Section 4.B.1, which authorizes expenditures to fund regional health and human services (as defined in Ordinance 18555) and capital facilities for veterans and military servicemembers and their respective families.

Entries of funds in the row labeled “Allocated Seniors Proceeds” describe estimated allocations of funds made pursuant to Ordinance 18555, Section 4.B.2, which authorizes expenditures to fund regional health and human services and capital facilities for seniors and their caregivers.

Entries of funds in the row labeled “Allocated Vulnerable Populations Proceeds” describe estimated allocations of funds made pursuant to Ordinance 18555, Section 4.B.3, which authorizes expenditures to fund regional health and human services and capital facilities for vulnerable populations.

The two gold cells in each allocation table contain the strategy or program’s code (upper left) and the total estimated allocation for all portions of the levy in all years as set out in this plan (bottom) left. These estimated allocation tables do not in any instance include funds that were allocated by the incorporated Transition Plan, even for the Master Leasing and Shallow Rent Subsidy programs for which the transition plan allocated sufficient funds in one instance to operate the programs in one or two subsequent years. This plan, which supersedes the Transition Plan, incorporates the Transition Plan’s allocations of 2018 VSHSL allocations as described in a previous section of this plan entitled *Incorporating Strategies, Activities, Allocations and Other Material Elements of the VSHSL Transition Plan*.

## Investment Flexibility

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 changes in the overall environment. Thus, this plan is intended to allow for flexibility for a range of eventualities that might require program or funding level adjustments, such as program performance or differences between projected and actual revenue.

To achieve the best outcomes, VSHSL will be flexible and support collaborative efforts that seem likely to achieve results in the areas identified in this plan. In maintaining this flexibility, VSHSL investments will be made in a manner that is cognizant of the prohibition against supplantation in RCW 84.55.050. Further, in considering changes, VSHSL implementers should balance new needs against sustaining funding for entities and groups that are addressing existing needs. Strategy, program, process or funding level changes shall be reported in VSHSL annual reports as described in the *Reporting and Accountability* section of this plan. Lastly, if, without Council direction or concurrence, the Executive makes a determination to make a substantive change to the funding allocations estimated in this Implementation Plan, the Executive shall transmit a notification letter to Council detailing the scope of and rationale for the change. The Executive shall transmit the letter in the form of a paper original and an electronic copy with the clerk of the Council, who shall retain the original and provide an electronic copy to all councilmembers, the Council chief of staff and the lead staff for the Health, Housing and Human Services Committee, or its successor. Unless the council passes a motion rejecting the contemplated change within thirty days of the Executive’s transmittal, the Executive may proceed with the change as set forth in the notification letter.

## Procurement and Appropriation

Much of VSHSL funding will be competitively bid in outcome-focused contracts to community-based organizations. It should be noted that 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. 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 workgroups that have been or will be assembled to develop the implementation approach for those strategies and programs identified in this implementation plan, except that invitation to a workgroup is not required for those strategies or programs for which the Executive determines no workgroup will be established. For each new contract that is competitively procured, the executive shall invite all councilmembers to designate council district staff to participate in the procurement process. The participation shall 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 shall 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.

## Housing Stability

The most frequently raised concerns in every community engagement event that informed planning for the VSHSL were concerns about gaining housing, maintaining housing or remaining housed in a community of one's choice. The former VHSL in both of its iterations also prioritized investments in housing and preventing homelessness. Affordable housing in King County is increasingly scarce for the veterans, seniors and vulnerable populations whom the VSHSL supports.

Informed by the community's emphasis on issues of housing affordability and homelessness, Ordinance 18555 directs a focus on promoting housing stability for veterans, seniors and vulnerable populations. Previous reports and plans from the VSHSL planning process have detailed the myriad contributors to housing instability faced by veterans, seniors and vulnerable populations: The VHSL Assessment Report (see [Motion 14822](#)), the Veterans Housing Assessment Report (see [Motion 14823](#)), and the VSHSL Transition Plan (see [Ordinance 18638](#))

have all recently and extensively detailed the dimensions and causes of housing instability for VSHSL priority populations in King County.<sup>22</sup>

This plan now focuses on strategies to address the challenges described in the VSHSL's previous preparatory research by describing strategies and programs that will promote housing stability for VSHSL priority populations. For the purposes of this plan, **housing stability is defined as a household's ability to gain and maintain safe, habitable housing in a community of one's choice for less than approximately forty percent of household income.**

### **Why "approximately forty percent"?**

The U.S. Department of Housing and Urban Development (HUD) currently considers "families who pay more than 30 percent of their income for housing" to be cost burdened "and may have difficulty affording necessities such as food, clothing, transportation and medical care." Applying this standard, HUD determines that housing should constitute 30 percent or less of household expenditures while other necessities such as food, clothing, transportation and medical should constitute 70 percent or more of household expenditures.<sup>23</sup>

In 2016, 44.8 percent of all King County households that rent their homes paid more than 30 percent of household income towards rent. Using the HUD standard of "cost burdened," early versions of the DCHS-proposed definition of "housing stability" began with 30 percent as the appropriate percentage of household income to be spent on housing. In community meetings and online surveys that sought input and feedback on potential definitions of housing stability for this plan, community feedback consistently identified that 30 percent is an unrealistic standard for low-income households in King County. Meeting participants felt that very few low-income households in King County would be able to secure housing at 30 percent of income. Participants indicated that it is more typical for a low-income household to spend 40 to 50 percent or more, particularly in more expensive regions of the County.<sup>24</sup>

Based on this feedback, DCHS compared measures of median income against measures of typical rental cost. Median household income for King County (area median income, AMI) in 2016 was \$86,095. Median rent in King County in 2016 was \$1,418. The median 2016 rent in King County annualizes to \$17,016.

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<sup>22</sup> See also the Executive's the [VSHSL Blueprint Report, which the Executive transmitted along the Executive's proposed VSHSL ordinance.](#)

<sup>23</sup> The HUD secretary has proposed the share of income to be used for housing from 30 to 35 percent. The status of that proposal has not yet been finalized.

<sup>24</sup> Data are from the United States Census Bureau's American Community Survey. Updated data for the year 2017, which may show a greater percentage of King County households that rent their homes spending more than 30 percent of household income towards rent, were not yet available as of the publishing of this plan.

- A King County household making 30 percent of median income (\$25,829) would need to pay 65.9 percent of their household income to afford the median rent.
- A King County household making 50 percent of median income (\$43,048) would need to pay 39.5 percent of their household income to afford the median rent.
- A King County household making 80 percent of median income (\$68,876) would need to pay 24 percent of their household income to afford the median rent.

On these figures, a 50 percent AMI household would need to spend approximately 40 percent of household income to afford median rent in King County. In order to propose a standard that accounts for King County's aberrantly high housing costs (compared to the rest of the nation), this plan uses 40 percent as a better rule of thumb for the appropriate maximum percentage of income that a household should spend on housing. Forty percent as a target recognizes that 30 percent is unrealistic while also recognizing that, particularly for seniors, persons with disabilities, and many other of the levy's priority populations, spending more than half of household income leaves too little to afford transportation, clothing, medical care and food. This plan's definition of housing stability includes "approximately" for three reasons:

- Proper percentages will vary among levy populations: The VSHSL will serve diverse populations, from seniors, to veterans, to survivors, to immigrants and refugees and more. Countywide medians and averages are likely not to fit the circumstances of particular populations. For example, seniors may have higher medical costs than average, therefore they may have less income available for expenditure on housing. Veterans may disproportionately make up one-person households, making a 40% measure unrealistically low for those living in expensive urban centers. The 40% measure may also be unrealistic for single-parent households, and particularly those that are headed by women that may additionally face income-inequity as compared to similarly situated male-headed households.
- The VSHSL's approach is to reduce barriers created by inflexible rules from other funding sources: The employment of "approximately" sets out a principle that can guide measurements without producing unintended results in particular cases. For example, VSHSL funds may be appropriately expended to house a survivor of domestic violence even if the housing arrangement would result in having the survivor commit 41 percent of household income to housing.
- The appropriate level of housing expenditure in King County for a household at 50 percent of AMI relative to median rent using 2016 baseline data will change. Medians for prices, rents and incomes will change, in some cases significantly, between 2016 and 2023, so the use of the modifier "approximate" acknowledges the lag between data used to calculate a percentage and the reality in which the percentage will be applied up to six years after the drafting of this plan.

### **Addressing Geographic Variations in Housing Costs**

This plan allocates VSHSL proceeds for housing stability strategies, but it does not direct specific recipients of VSHSL proceeds allocated toward housing stability strategies. Specific awards of new funding will be executed through competitive bidding processes or other County procurement processes in accordance with the controlling laws and regulations. Those procurement processes will be used to distribute fund amounts based on allocations made within the adopted version of this plan. One exception to this requirement is Housing Stability Strategy 7.B, which directs the continued funding of Passage Point.

With over two million residents, King County's housing and human services needs vary across the region. This plan requires that all requests for proposals for housing stability strategies consider sub regional variations in measures and indices of household income as well as variations in measures or indices of typical housing costs. The goal is that the VSHSL help to promote mixed-income communities throughout King County, with the understanding that while some communities may require higher per-unit cost, there is great value in providing affordable housing so that people in all communities have the opportunity to find safe, stable housing near where they work, attend school or have other family or community ties. This requirement is intended to ensure balanced and equitable geographic distribution, such that competitive bidding processes do not unduly disfavor sub regions of King County where high average or median incomes may mask concentrations of poverty within them, even as those impoverished persons or communities contend with the higher than average housing costs that often occurs in sub regions with higher than average incomes. DCHS staff will consult with stakeholders, Councilmembers or their delegates to finalize appropriate criteria, including, but not limited to, number of units to be funded or number of households to be served between sub regions, to account for sub regional variations in income and housing costs. These criteria may vary between VSHSL housing stability strategies.

Any housing facility or service program funded by the VSHSL is intended for the use of any King County resident, regardless of where they live within the County, so long as the resident satisfies eligibility criteria for use of the levy's proceeds. Contracting terms will ensure that all otherwise eligible King County residents are not ineligible for use of VSHSL-funded housing stability capital and services based on where in King County those capital facilities or services may be located or provided relative to where in King County the residents live.

### **Housing Stability Allocations**

Ordinance 18555 requires this plan to allocate at least 25 percent of each of the VSHSL's thirds to strategies and programs that promote housing stability. As proposed, this plan complies with the "at least 25 percent" requirement for each of the three populations in each of this plan's five years (2019 through 2023). This plan allocates levy proceeds to eight strategies that promote housing stability for the VSHSL's priority populations.

## **VSHSL Strategies to Promote HOUSING STABILITY**

**HS 1** Build, Preserve and Operate Affordable Housing and Navigation Centers

**HS 2** Increase Access to Tenancy

**HS 2.A** Master Leasing

**HS 2.B** Shallow Rent Subsidy

**HS 3** Support Aging In Place

**HS 3.A** Senior Home Repair and Age-In-Place Modifications

**HS 3.B** Adaptive Devices, Training and Counseling

**HS 4** Navigate Homeless Veterans to Housing

**HS 5** Prevent Inappropriate Housing Loss

**HS 5.A** Housing Counseling and Foreclosure Prevention

**HS 5.B** Alternative Dispute Resolution

**HS 5.C** Legal Aid

**HS 5.D** Housing Stability Program

**HS 6** Promote Home Ownership

**HS 7** Reinforce Criminal Justice Diversion and Reentry with Housing

**HS 7.A** Forensic Supportive Housing Models

**HS 7.B** Passage Point

**HS 8** Support Local Solutions

The following strategy summaries describe in greater detail each of the VSHSL's eight strategies to promote housing stability. Each description summarizes the strategy's concept, rationale, contemplated timeline and estimated allocation of VSHSL proceeds. Where a strategy contains programs, each program's concept, timeline and allocation are described.

## HS 1 Build, Preserve and Operate Affordable Housing and Navigation Centers

**Concept:** Proceeds allocated to this strategy will be administered by staff at the Department of Community and Human Services, or its successor, as part of the administration of the Housing and Community Development Fund, or its successor, and will be made available to entities through competitive funding rounds and other processes administered by this same staff. VSHSL proceeds allocated within this program may be combined with or used to leverage other sources of funding, or they may be used without being blended or leveraged. This strategy allocates levy proceeds to fund the creation, preservation and ongoing operations of affordable housing and enhanced shelters, which this plan calls “navigation centers.” Use of the term “navigation center” does not refer to any particular shelter facility or entity for the purposes of this program.

In addition to allocating proceeds toward capital facilities, such as building, preserving, acquiring or rehabilitating affordable housing and navigation centers, this strategy’s allocations may be used to provide operating funds for affordable housing and navigation centers. Eligible uses of operating funds include providing supportive services, maintaining facilities, staff to operate affordable housing and navigation centers, and in some cases, subsidizing rents for tenants with low income.

Of the veterans proceeds allocated in this strategy, a portion of those proceeds shall be used to fund the creation and operations of a navigation center for veterans in King County if such a project is identified and determined to be feasible. This veterans’ navigation center shall include space from which King County-funded services for veterans as well as other veteran-serving entities can operate in order to create a centralized location at which veterans experiencing homelessness may seek shelter and supportive services.

Of the proceeds allocated in this strategy, a portion of those proceeds may, to the extent that other funding sources are not available, fund the development and operations of a 100-bed, 24/7 enhanced shelter (also known as a navigation center) at Harborview Hall. VSHSL proceeds may be used to fund capital improvements at a navigation center at Harborview Hall, including but not limited to: adding or improving hygiene facilities (showers, washer/dryers), finishing out office space for case management, creating meal preparation and service space, and improving common space to provide day center and meal space. VSHSL proceeds may also be used to operate a navigation center at Harborview Hall, including but not limited to funding for staff, wraparound services, case management, and other services.

**Rationale:** Since 2006, the predecessor levy, VHSL, funded capital projects and contributed to the creation of more than 2,050 units of affordable housing for veterans and vulnerable populations. While this is a laudable achievement, in community engagement processes and online surveys for the VSHSL, one of the most consistent responses to questions about how to promote housing stability for veterans, seniors and vulnerable populations was to build more affordable housing or otherwise increase the stock of affordable housing. This plan recognizes the continued importance of increasing the stock of affordable housing that is available to levy priority populations in communities throughout the county, while also providing for the continued

operations, habitability and accessibility of affordable housing that has previously been built using VHSL funds. In addition to providing for affordable housing, this plan recognizes that some persons experiencing homelessness will require short-term shelter from which to make additional progress in stabilization, seeking employment, receiving behavioral health treatment, and moving towards long-term housing. Recognizing the importance of funding short-term housing interventions that promote graduation into stable housing, this program specifically targets any investments in sheltering to navigation centers, including a 100-bed navigation center at Harborview Hall.

**To what community-level change does this strategy contribute?** This strategy contributes to the community-level effort to increase the number of affordable housing units and enhanced shelter beds that are available to low-income veterans, seniors and vulnerable populations in King County. This strategy also directs the creation and operations of a 100-bed enhanced shelter (navigation center) at Harborview Hall, as well as a navigation center for veterans in King County if such a project is identified and determined to be feasible.

**Timeline:** This strategy allocates funds beginning in 2019 and continuing every year through the VSHSL’s expiration in 2023.

**Allocation:** The following table describes the estimated allocation of VSHSL proceeds for this strategy:

<b>HS 1</b>	2019	2020	2021	2022	2023	Population Total
Allocated <b>Veterans</b> Proceeds	\$5,620,000	\$6,627,000	\$5,225,000	\$5,308,000	\$5,666,000	\$28,446,000
Allocated <b>Seniors</b> Proceeds	\$5,500,000	\$3,368,000	\$2,423,000	\$1,689,000	\$3,093,000	\$16,073,000
Allocated <b>Vulnerable Populations</b> Proceeds	\$4,497,000	\$4,200,000	\$2,628,000	\$2,225,000	\$2,813,000	\$16,363,000
<b>Annual Total</b>	\$15,617,000	\$14,195,000	\$10,276,000	\$9,222,000	\$11,572,000	<b>Program Total (Entire I.P.)</b> \$60,882,000

## HS 2 Increase Access to Tenancy

This strategy will fund two programs: Master Leasing and Shallow Rent Subsidies. These approaches will improve the ability of VSHSL priority populations to gain and maintain tenancy in rental housing. King County is home to several hundred “shoppers” who have in-hand, federally-funded housing subsidy vouchers but who are unable to utilize those vouchers because of reasons that may include financial histories, criminal histories, or housing provider discrimination or bias. King County is also home to many more persons who could gain and sustain a future tenancy or maintain a current tenancy with short or intermediate term rental support. This strategy will fund programs to increase access to tenancy because supporting King County residents in gaining or maintain tenancy is better for people, better for communities and better for budgets.

**To what community-level change does this strategy contribute?** Both of this strategy’s programs contribute to the community level effort to decrease the number of voucher “shoppers” and to increase the number of private market housing units that become or remain as affordable housing to veterans, seniors and vulnerable populations in King County.

### HS 2.A Master Leasing

**Concept:** This program allocates funds that will be administered by staff at the Department of Community and Human Services, or its successor, as part of the administration of the Housing and Community Development Fund, or its successor; this may include contracting program funds to other entities. Master Leasing is a model of affordable housing in which an entity fully leases (“master leases”) from a landlord, building owner or housing provider a block of housing units for an extended period of time. The block of units may be an entire building, a portion of a building or buildings, or a defined number of units from the landlord's, owner's or provider's overall portfolio of housing units. The entity then manages the units, making the units available to tenants who may be otherwise ineligible or unable to compete for rental housing. The landlord, building owner or housing provider receives the advantage of full occupancy over an extended period of time without incurring costs associated with advertising or with tenant turnover.

This program will include access to a risk mitigation fund to provide for repair of tenant-caused damage to master-leased units. The risk pool provides additional incentive for landlords, building owners and housing providers to rent to persons who may otherwise be excluded from tenancy or who might not otherwise be competitive for tenancy in a tight rental market.

Master Leasing funds allocated under this program may also be used to increase funding for this other strategy’s program, HS 2.B Shallow Rent Subsidy, so that funding can be prioritized to whichever of the programs, Master Leasing or Shallow Rent Subsidy, is performing more

effectively or efficiently. The Executive must report any such shift of funding within this strategy in that year’s annual performance and fiscal report to the Council.

**Rationale:** Master Leasing has the potential to add an effective new approach to King County’s ability to promoting housing stability for residents. Master Leasing offers a more responsive method than capital projects for quickly providing affordable housing units that may be otherwise unavailable to low-income renters. In addition to providing a shorter investment-to-effect interval when compared to capital projects, Master Leasing is likely to yield affordable housing units at a lower-per unit cost in the short and medium terms. Over long timelines, capital projects are likely to become cheaper per unit in the aggregate. Within the six-year term of the VSHSL, Master Leased units would likely remain cheaper per unit. This program allows King County to pursue a diversified approach to increasing access to affordable housing.

**Timeline:** The VSHSL Transition Plan allocated veterans, seniors and vulnerable population proceeds to initiate a Master Leasing program and fund the program’s operations for an initial 30-month term. This plan incorporates the Transition Plan’s 2018 master leasing allocations and allocates additional funds to be allocated from VSHSL proceeds in 2019 through 2023.

**Allocation:** The following table describes the estimated allocation of VSHSL proceeds for this strategy:

HS 2.A	2019	2020	2021	2022	2023	Population Total
Allocated <b>Veterans</b> Proceeds	\$63,000	\$64,500	\$1,066,000	\$1,067,000	\$1,079,000	\$3,339,500
Allocated <b>Seniors</b> Proceeds	\$63,000	\$64,300	\$1,166,000	\$1,267,000	\$1,314,000	\$3,874,300
Allocated <b>Vulnerable Populations</b> Proceeds	\$63,000	\$64,400	\$1,066,000	\$1,067,000	\$1,074,000	\$3,334,400
<b>Annual Total</b>	\$189,000	\$193,200	\$3,298,000	\$3,401,000	\$3,467,000	<b>Program Total (Entire I.P.)</b> \$10,548,200

**HS 2.B** Shallow Rent Subsidy

**Concept:** Shallow rent subsidies are large amount, short-term subsidies (“shallow by time”) or longer-term, small-amount rent subsidies (“shallow by amount”) that help stabilize a person in

housing by supplementing the rent. Subsidies may either be provided directly by King County or an entity. Shallow rent subsidies under this concept may either be provided to the tenant or may be provided to a landlord or housing provider to avoid creating income for a tenant. Shallow rent subsidies may be used to either prevent a person from becoming homeless or to assist a currently homeless person in gaining and maintaining housing. The goal with this strategy is to help a household gain or maintain housing through short-term provision of significant subsidy or longer-term provision of a relatively small subsidy while the household works to increase income or apply for income-generating benefits.

Shallow Rent Subsidy funds allocated under this program may also be used to increase funding for this other strategy's program, HS 2.A Master Leasing, so that funding can be prioritized to whichever of the programs, Master Leasing or Shallow Rent Subsidy, is performing more effectively or efficiently. The Executive must report any such shift of funding within this strategy in that year's annual performance and fiscal report to the Council.

**Rationale:** A shallow rent subsidy can provide the essential support needed to keep a veteran household housed until other resources like employment placements, applications for VA benefits or legal assistance can increase the long-term sustainability of a tenancy. In cases where the housing placement is clearly unsustainable, shallow rent subsidies can create enough time for a veteran to complete or end a tenancy without an eviction or other adverse action, thereby improving the household's future prospects to rent. In the case of student veterans, whose VA housing benefits are prorated for months where school is not in session, shallow rent subsidies can help student veterans avoid rent defaults between semesters. Participants in shallow rent subsidies would also be connected with other VSHSL-funded services for veterans in order to increase access to income generating benefits.

**Timeline:** The Transition Plan allocated veterans, seniors and vulnerable population proceeds to initiate a Shallow Rent Subsidy program and fund the program's operations for an initial 18-month term. This plan incorporates the Transition Plan's 2018 Shallow Rent Subsidy allocations and allocates additional funds to be allocated from VSHSL proceeds in 2019 through 2023.

**Allocation:** The following table describes the estimated allocation of VSHSL proceeds for this strategy:

<b>HS 2.B</b>	2019	2020	2021	2022	2023	Population Total
Allocated <b>Veterans</b> Proceeds	\$57,000	\$263,500	\$280,000	\$281,000	\$313,000	\$1,194,500
Allocated <b>Seniors</b> Proceeds	\$57,000	\$263,500	\$280,000	\$281,000	\$293,000	\$1,174,500
Allocated <b>Vulnerable Populations</b> Proceeds	\$57,000	\$463,500	\$483,000	\$501,000	\$523,000	\$2,027,500
<b>Annual Total</b>	\$171,000	\$990,500	\$1,043,000	\$1,063,000	\$1,129,000	<b>Program Total (Entire I.P.)</b> \$4,396,500

### **HS 3** Support Aging In Place

Many older adults value the ability to remain in their own homes or communities as they age and the opportunity to stay connected to people and organizations they have known for a lifetime. But many do not have this choice. Individuals who cannot afford to maintain their homes or who are unable to secure affordable, accessible housing in their own neighborhoods are increasingly being displaced. When older generations move away, communities lose the strength that comes from age diversity, and people are more susceptible to isolation and its health harming effects. Programs within this strategy provide the economic, environmental and service system supports that enable seniors to remain in, contribute to, and benefit from the households, communities and social connections they have helped build.

**To what community-level change does this strategy contribute?** The programs in this strategy contribute to the community-level effort to increase the number of seniors and persons with disabilities who can remain in the homes and communities that they have helped build instead of being displaced into facilities or away from communities where they may be more susceptible to isolation and reduced health.

#### **HS 3.A** Senior Home Repair and Age In Place Home Modifications

**Concept:** This program provides funding to King County’s existing senior home repair and modification program, which is currently operated by the Community Services Division of the King County Department of Community and Human Services. Primarily funded with VSHSL

proceeds dedicated for seniors and their caregivers, this program also contains a portion of veterans proceeds to allow for modification of the home of a veteran or a veteran family member who has a disability but who is not yet 55 years of age.

Home repair is a subsidy provided to make a repair that affects the habitability of a dwelling or the housing stability of its occupant. Improvements could include replacing a failing roof or heating system or making an emergency sewer repair. Depending on household income and the level of the repair, the funds may be provided as either a grant or a loan.

Home modification identifies accessibility or mobility barriers within a dwelling and adds features to improve the unit's usability. Examples include adding grab bars at staircases or in showers, expanding doorways to accommodate wheelchairs, or installing entry ramps.

**Rationale:** Aging in place is widely regarded as a powerful contributor to longevity and quality of life as people age. Seniors may not have the income flexibility or the physical ability to attempt or afford major home repairs that could keep a home suitable for continued habitation. The availability of low- or interest-free loans to maintain homes and conduct basic repair will 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.

As with senior home repair, senior home modifications can help a person remain in the home and network that provide the best chance at healthy aging and avoiding premature institutionalization. Doorway expansions, handle conversions, ramp installations and similar modifications combined with affordable, home-based long term services and supports are critical for individuals who want to stay in their own home and avoid more expensive and restrictive institutional settings.

**Timeline:** This program will operate every year from 2019 through expiration of the VSHSL in 2023.

**Allocation:** The following table describes the estimated allocation of VSHSL proceeds for this strategy:

<b>HS 3.A</b>	2019	2020	2021	2022	2023	Population Total
Allocated <b>Veterans</b> Proceeds	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000
Allocated <b>Seniors</b> Proceeds	\$1,368,000	\$1,512,000	\$1,576,000	\$1,491,000	\$1,390,000	\$7,337,000
Allocated <b>Vulnerable Populations</b> Proceeds	-	-	-	-	-	\$0
<b>Annual Total</b>	\$1,393,000	\$1,537,000	\$1,601,000	\$1,516,000	\$1,415,000	<b>Program Total (Entire I.P.)</b>
						<b>\$7,462,000</b>

**HS 3.B Adaptive Devices, Training and Counseling**

**Concept:** This program will fund one or more community-based organizations and/or tribes to provide services that enable persons with disabilities to continue living in their homes rather than prematurely moving into a facility. Examples of eligible uses of this program’s funds include services that help persons experiencing vision or hearing loss or persons with disabilities that affect mobility to remain in their homes and communities and maximize their ability to live with independence and dignity. This program shall focus on the provision of services to low-income persons with disabilities.

**Rationale:** The ability to remain in one’s home and network instead of being required to live in an institution benefits persons with disabilities, whether or not they are seniors. Whether a disability is present from birth, the result of aging, or the result of a specific event, participants in VSHSL community engagement events consistently noted the importance for persons with disabilities and their caregivers to remain as independent and self-sufficient as possible, including being able to make adaptations that allow them to live in their homes and communities of choice.

**Timeline:** This program will operate every year from 2019 through the expiration of the VSHSL in 2023.

**Allocation:** The following table describes the estimated allocation of VSHSL proceeds for this strategy:

<b>HS 3.B</b>	2019	2020	2021	2022	2023	Population Total
Allocated <b>Veterans</b> Proceeds	-	-	-	-	-	\$0
Allocated <b>Seniors</b> Proceeds	\$100,000	\$102,000	\$104,000	\$106,000	\$108,000	\$520,000
Allocated <b>Vulnerable Populations</b> Proceeds	\$200,000	\$204,000	\$208,000	\$212,000	\$216,000	\$1,040,000
<b>Annual Total</b>	\$300,000	\$306,000	\$312,000	\$318,000	\$324,000	<b>Program Total (Entire I.P.)</b>
						<b>\$1,560,000</b>

## **HS 4** Navigate Homeless Veterans to Housing

**Concept:** Proceeds allocated to this program shall primarily fund an entity or entities to provide housing navigation and related stabilization services to persons experiencing homelessness or recently homeless persons who have been assessed for housing but who are still waiting for a housing resource and long-term case management to become available. Examples include assistance of veterans who are on a Veterans Affairs Supportive Housing (VASH) waitlist or levy priority populations on the waitlist for a Section 8 housing voucher. A portion of the proceeds allocated to this program may also be used to support the creation and maintenance of the homeless veterans “by-name-list” and to contribute to the veterans operational leadership team (VOLT), which is King County’s community effort to house homeless veterans.

**Rationale:** Housing homeless veterans in King County can require two distinct phases of assistance prior to a veteran being housed. This plan separates the two distinct phases and funds them in separate programs. The initial outreach phase in which a person seeks out veterans in need of assistance, including veterans experiencing homelessness, and then connects those veterans to resources is funded under this plan’s Pathfinder strategy, strategy SS 1. This program will fund services for the second phase, which is maintaining contact with and support of homeless and recently homeless veterans after they have been connected to services but before they have begun receiving a long-term housing intervention. The former VSHSL funded veterans outreach strategies, and agencies have reported attempting to provide both phases of assistance, although each requires distinct system connections and expertise. This program responds to a consistent system critique in which “outreach” programs are tasked

both with finding veterans in need of assistance and maintaining ongoing support of those veterans during the interval between assessment and eventual housing placement.

**To what community-level change does this strategy contribute?** This strategy contributes to the community-level effort to reduce veteran homelessness in King County. This program shall also focus on the Ordinance 18555 goal to house 75 percent of the number of senior veterans who were homeless as of July 21, 2017, as described further in this plan’s section on housing homeless senior veterans.

**Timeline:** This program will begin in January 2019 and will operate for the entire VSHSL.

**Allocation:** The following table describes the estimated allocation of VSHSL proceeds for this strategy:

<b>HS 4</b>	2019	2020	2021	2022	2023	Population Total
Allocated <b>Veterans</b> Proceeds	\$518,100	\$528,500	\$608,000	\$618,500	\$629,000	\$2,902,100
Allocated <b>Seniors</b> Proceeds	-	-	-	-	-	\$0
Allocated <b>Vulnerable Populations</b> Proceeds	-	-	-	-	-	\$0
<b>Annual Total</b>	\$518,100	\$528,500	\$608,000	\$618,500	\$629,000	<b>Program Total (Entire I.P.)</b> \$2,902,100

## **HS 5** Prevent Inappropriate Housing Loss

Homelessness in King County remains a persistent challenge in part because more persons become homeless in King County than can be moved into permanent housing. Recognizing that a comprehensive approach to making homelessness rare, brief and one-time will require prevention efforts as well as efforts to house persons currently experiencing homelessness, this strategy funds programs that seek to prevent households from improper loss of housing.

**To what community-level change does this strategy contribute?** The programs in this strategy contribute to the community-level effort to reduce the number of veterans, seniors and vulnerable populations who enter homelessness in King County because preventing homelessness is better for people and better for budgets than waiting for a person to become homeless before housing them.

**HS 5.A Housing Counseling and Foreclosure Prevention**

**Concept:** This program funds an entity or entities to provide counseling, financial planning and financial assistance that help low-income home owners in King County avoid housing loss due to foreclosure resulting from tax delinquency or other causes of foreclosure. The program may also fund services that help low-income home owners avoid housing loss for other reasons such as failure to pay property taxes or sudden loss of income which may require working with a lender proactively. This program blends proceeds for veterans, seniors and vulnerable populations to allow the program to promote housing stability for the full array of VSHSL priority populations.

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

**Timeline:** This program would begin operating in 2020 and then continue in each subsequent year until the VSHSL expires in 2023.

**Allocation:** The following table describes the estimated allocation of VSHSL proceeds for this strategy:

HS 5.A	2019	2020	2021	2022	2023	Population Total
Allocated <b>Veterans</b> Proceeds	-	\$100,000	\$102,000	\$104,000	\$106,000	\$412,000
Allocated <b>Seniors</b> Proceeds	-	\$100,000	\$102,000	\$104,000	\$106,000	\$412,000
Allocated <b>Vulnerable Populations</b> Proceeds	-	\$100,000	\$102,000	\$104,000	\$106,000	\$412,000
<b>Annual Total</b>	\$0	\$300,000	\$306,000	\$312,000	\$318,000	<b>Program Total (Entire I.P.)</b>
						<b>\$1,236,000</b>

**HS 5.B** Alternative Dispute Resolution

**Concept:** This program will fund an entity or entities to provide alternative dispute resolution (ADR) services intended to resolve disputes that may lead to a tenant losing access to housing. The program shall prioritize ADR services that support affordable housing tenants and affordable housing providers in King County, and the program shall prioritize ADR services that are accessible through other VSHSL-funded services, such as the King County Veterans Program, VSHSL-funded senior centers, or VSHSL-funded virtual villages.

**Rationale:** Many of the behavioral health conditions or other factors that contribute to homelessness can also be obstacles to effective communication between housing providers and tenants. Mediators can play an important role in preventing disagreements and miscommunications from developing into conflicts that result in a person losing access to affordable housing.

**Timeline:** This program will begin in 2019 and continue for every year until the VSHSL expires in 2023.

**Allocation:** The following table describes the estimated allocation of VSHSL proceeds for this strategy:

<b>HS 5.B</b>	2019	2020	2021	2022	2023	Population Total
Allocated <b>Veterans</b> Proceeds	\$70,000	\$72,000	\$74,000	\$76,000	\$78,000	\$370,000
Allocated <b>Seniors</b> Proceeds	\$100,000	\$180,000	\$186,000	\$190,000	\$196,000	\$852,000
Allocated <b>Vulnerable Populations</b> Proceeds	\$70,000	\$72,000	\$74,000	\$76,000	\$78,000	\$370,000
<b>Annual Total</b>	\$240,000	\$324,000	\$334,000	\$342,000	\$352,000	<b>Program Total (Entire I.P.)</b>
						\$1,592,000

## HS 5.C Legal Aid

**Concept:** This program will fund an entity or entities to provide not-for-profit or pro bono legal services to advise and represent veterans, seniors and vulnerable populations in civil 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 shall be on providing legal advice or assistance related to evictions, avoiding evictions and on related legal matters with a housing nexus. Examples of related legal matters include but are not limited to matters involving residential landlord-tenant law and matters involving prohibited discrimination. This program shall aim to provide equitable access to funded services in convenient locations to residents living throughout King County.

**Rationale:** There were more than 4,260 residential eviction cases in King County Superior Court in 2017. In those cases, fewer than two percent of tenants were represented by an attorney. Meanwhile, the difference that legal representation makes for low-income tenants in eviction proceedings is increasingly well understood. One New York-based study identified that the rate of judgments issued against respondents in eviction-related proceedings fell by nearly half when a respondent was represented versus being unrepresented.<sup>25</sup>

In addition to near term concerns about entering into homelessness, eviction has a lasting impact on individuals and families experiencing homelessness. Unpaid arrears that often result from a legal eviction proceeding can damage credit for years. A person with an eviction on their record faces extraordinary difficulty securing affordable housing in the future. Mindful of the effects that an eviction may have 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 VA's annual CHALENG Survey finds year after year that legal assistance to prevent eviction or foreclosure is among homeless veterans' top ten unmet needs.<sup>26</sup>

Having an attorney in an eviction proceeding promotes fair application of housing and landlord-tenant law, including consideration, as appropriate, of newly adopted County and State

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<sup>25</sup> Martin Frankel, Carroll Seron, Gregg Van Ryzin & Jean Frankel, *The Impact of Legal Counsel on Outcomes for Poor Tenants in New York City's Housing Court: Results of a Randomized Experiment*, 35 Law & Soc'y Rev. 419 (2001). Studies of two pilot programs in Massachusetts, which prevented evictions, had similar findings, confirming that "extensive assistance from lawyers is essential to helping tenants preserve their housing and avoid potential homelessness, including the far-reaching tangible and intangible costs to tenants and society generally that are associated with homelessness." Boston Bar Association Task Force on the Civil Right to Counsel, "The Importance of Representation in Eviction Cases and Homelessness Prevention: A Report on the BBA Civil Right to Counsel Housing Pilots." March 2012. Available online: <http://www.bostonbar.org/docs/default-document-library/bba-crtc-final-3-1-12.pdf>.

<sup>26</sup> U.S. Department of Veterans Affairs CHALENG survey results from 2011, 2013, 2014 and 2015. Available online: <https://www.va.gov/HOMELESS/chaleng.asp>.

prohibitions against discrimination due to source of income.<sup>27</sup> Reductions in inappropriate evictions will help prevent homelessness in some cases, and this program will contribute to this plan’s focus on preventing homelessness for veterans, seniors and vulnerable populations.

**Timeline:** This program will begin in 2019 and operate every year until the VSHSL’s expiration in 2023. At the close of each fiscal year in which this program is operational, should uncommitted VSHSL proceeds, allocated pursuant to Section 4.B. of Ordinance 18555, become available, in accordance with the provisions of this implementation plan governing reallocation of unspent or uncommitted funds, DCHS or VSHSL staff shall consider recommending that funding for this program in the subsequent year be increased.

**Allocation:** The following table describes the estimated allocation of VSHSL proceeds for this strategy:

<b>HS 5.C</b>	2019	2020	2021	2022	2023	Population Total
Allocated <b>Veterans</b> Proceeds	\$400,000	\$408,000	\$416,000	\$424,000	\$432,000	\$2,080,000
Allocated <b>Seniors</b> Proceeds	\$400,000	\$408,000	\$416,000	\$424,000	\$432,000	\$2,080,000
Allocated <b>Vulnerable Populations</b> Proceeds	\$450,000	\$459,000	\$468,000	\$476,000	\$485,000	\$2,338,000
<b>Annual Total</b>	\$1,250,000	\$1,275,000	\$1,300,000	\$1,324,000	\$1,349,000	<b>Program Total (Entire I.P.)</b> \$6,498,000

**HS 5.D Housing Stability Program**

**Concept:** Carried forward and continued from the first two Veterans and Human Services levies, the Housing Stability Program has successfully helped thousands of families remain stable in their homes. This program will continue to provide funding through the Community

<sup>27</sup> Ordinance 18708, E2SHB 2578

Services Division of King County’s Department of Community and Human Services, or its successor, to contract with a community-based organization or community-based organizations. Through contracts with community-based organizations, the program provides relief on an emergency basis to renters or homeowners facing a crisis who would not otherwise have the resources to pay their immediate housing costs, but who are not likely to need long-term assistance once stabilized. The VSHSL will continue support for this program that allows low-income veterans, seniors and vulnerable populations to prevent loss of stable housing. Program services to be provided on an emergency basis may also include short-term financial assistance to cover partial costs for child care for low-income renters or homeowners facing a crisis but who are not likely to need long-term assistance once their housing is stabilized.

**Rationale:** Homelessness exacts heavy personal, professional, social, health and economic tolls on persons and communities. Interventions that can prevent homelessness for veterans, seniors and vulnerable populations avoid more significant future costs in seeking to house a person or family once they have become homeless. As with other programs in this strategy, the Housing Stability Program seeks to prevent homelessness and reduce the overall number of people who become homeless in King County. The combination of continued services to house persons experiencing homelessness along with increasing support to prevent homelessness take advantage of the VSHSL’s unique ability to fund services that prioritize prevention instead of waiting until a person is literally homelessness to react to the problem.

**Timeline:** This program will operate from 2019 through the levy’s expiration in 2023.

**Allocation:** The following table describes the estimated allocation of VSHSL proceeds for this strategy:

<b>HS 5.D</b>	2019	2020	2021	2022	2023	Population Total
Allocated <b>Veterans</b>	\$163,000	\$164,500	\$166,000	\$167,500	\$169,000	\$830,000
Proceeds						
Allocated <b>Seniors</b>	\$213,000	\$214,500	\$216,000	\$217,500	\$219,000	\$1,080,000
Proceeds						
Allocated <b>Vulnerable Populations</b>	\$513,000	\$514,500	\$516,000	\$517,500	\$519,000	\$2,580,000
Proceeds						
<b>Annual Total</b>	\$889,000	\$893,500	\$898,000	\$902,500	\$907,000	<b>Program Total (Entire I.P.)</b> \$4,490,000

## HS 6 Promote Home Ownership

**Concept:** This strategy will fund an entity or entities to help veterans and vulnerable populations to gain and maintain home ownership. Eligible service delivery models may include entities that allow future homeowners or their communities to work in constructing a home before assuming ownership and down payment assistance services.

**Rationale:** Home ownership is an effective factor in combatting intergenerational poverty and is an important component of social connection for veterans and vulnerable populations.

**To what community-level change does this strategy contribute?** This strategy contributes to the community-level effort to increase the number of low-income and middle-income veterans and vulnerable populations who can become home owners, be stably housed and avoid intergenerational poverty.

**Timeline:** This strategy's allocations will begin in 2019 and continue through the levy's expiration in 2023. A competitive process to award funds under this strategy will take place no later than Summer 2019.

**Allocation:** The following table describes the estimated allocation of VSHSL proceeds for this strategy:

HS 6	2019	2020	2021	2022	2023	Population Total
Allocated <b>Veterans</b>	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$2,000,000
Proceeds						
Allocated <b>Seniors</b>	-	-	-	-	-	\$0
Proceeds						
Allocated <b>Vulnerable Populations</b>	\$400,000	\$400,000	\$400,000	\$200,000	\$350,000	\$1,750,000
Proceeds						
<b>Annual Total</b>	\$800,000	\$800,000	\$800,000	\$600,000	\$750,000	<b>Program Total (Entire I.P.)</b> \$3,750,000

## HS 7 Reinforce Criminal Justice Diversion and Reentry with Housing

King County and other levels of government increasingly recognize the importance of diverting persons from criminal justice system contact where the justice system contact is largely attributable to underlying behavioral health conditions or the effects of bias and structural racism. In King County, one of the largest obstacles to the success of diversion and reentry programs is inadequate access to supportive housing. Too many people are released from incarceration into homelessness. Too many people in diversion programs would have better success in behavioral health treatment or would avoid disproportionate criminal justice system contact if they were stably housed. This strategy invests in programs that help connect reentry or diversion populations with housing and other supports.

**To what community-level change does this strategy contribute?** The programs in this strategy contribute to the community-level effort to reduce the costs incurred by using the criminal justice system to provide behavioral health and medical treatment and to reduce disparities in the use of incarceration in the criminal justice system.

### HS 7.A Forensic Supportive Housing Models

**Concept:** This program consolidates and continues former VHSL activities 2.5.A and 2.5.B, both of which are forensic support housing practices and programs for persons released or diverted from the criminal justice system. This program will be implemented through the Behavioral Health and Recovery Division within the King County Department of Community and Human Services, or its successor. Proceeds allocated in this program may fund programs like the Forensic Intensive Supportive Housing (FISH) Program, the VITAL program that supports housing for Familiar Faces, or similar programs that reinforce criminal justice diversion or reentry programs by providing access to and supports in maintaining housing.

**Rationale:** Whether a person is stably housed with access to sufficient case management and system supports is a primary contributor to that person's likelihood for success in behavioral health treatment, recovery and satisfaction of legal requirements. Success in those endeavors is in turn a primary contributor to success in avoiding future criminal justice system involvement, which is more financially costly for King County, for the person, and for the person's family and community.

**Timeline:** This program operates in every year from 2019 through the levy's expiration in 2023.

**Allocation:** The following table describes the estimated allocation of VSHSL proceeds for this strategy:

HS 7.A	2019	2020	2021	2022	2023	Population Total
Allocated						
<b>Veterans</b>	-	-	-	-	-	\$0
Proceeds						
Allocated						
<b>Seniors</b>	-	-	-	-	-	\$0
Proceeds						
Allocated						
<b>Vulnerable Populations</b>	\$1,000,000	\$1,031,000	\$1,062,000	\$1,105,000	\$1,138,000	\$5,336,000
Proceeds						
<b>Annual Total</b>	\$1,000,000	\$1,031,000	\$1,062,000	\$1,105,000	\$1,138,000	<b>Program Total (Entire I.P.)</b> \$5,336,000

**HS 7.B Passage Point**

**Concept:** This program is a continuation of the VHSL’s investments in the former VHSL activity 4.4, which funded the YWCA to operate a facility called Passage Point. This program will continue to fund YWCA Passage Point to provide supportive housing and education 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 which was tailored for this program’s use at significant County expense, and continuation of the program’s effect in the community 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 supports to reunite with their children and find supportive housing during a time of transition. 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 justice system involvement.

**Timeline:** This program will operate every year from 2019 through levy expiration in 2023.

**Allocation:** The following table describes the estimated allocation of VSHSL proceeds for this strategy:

<b>HS 7.B</b>	2019	2020	2021	2022	2023	Population Total
Allocated <b>Veterans</b>	-	-	-	-	-	\$0
Proceeds						
Allocated <b>Seniors</b>	-	-	-	-	-	\$0
Proceeds						
Allocated <b>Vulnerable Populations</b>	\$550,000	\$566,000	\$582,000	\$599,000	\$617,000	\$2,914,000
Proceeds						
<b>Annual Total</b>	\$550,000	\$566,000	\$582,000	\$599,000	\$617,000	<b>Program Total (Entire I.P.)</b> \$2,914,000

## **HS 8** Support Local Solutions

**Concept:** This program allocates VSHSL vulnerable population funds that the County may use to support local housing stability solutions proposed by city or county-level government agencies, unincorporated areas, tribes or community-based organizations. Annual commitment of funds under this program would result from an annual process to consider requests solicited by Councilmembers from their respective Council Districts. King County's Department of Community and Human Services, or its successor, would administer resulting contracts. An example would be if a municipality would like to operate a winter shelter at a cost of \$75,000 per year but the municipality only had available a portion of the funds to operate the shelter; this program could provide the remaining funds to allow the municipality to implement the housing stability intervention. Projects funded through this program would not need to include matched funding from the proposing entity, but the availability of matching funds shall be considered in evaluating proposals for funding by this program.

**Rationale:** This program recognizes that a comprehensive approach to promoting housing stability 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.

**To what community-level change does this strategy contribute?** This strategy contributes to the community-level effort to increase local investments in housing stability and to increase the number of housing stability partnerships between King County and local entities.

**Timeline:** This program will begin operations in 2019 and continue annually through 2023.

**Allocation:** The following table describes the estimated allocation of VSHSL proceeds for this strategy:

<b>HS 8</b>	2019	2020	2021	2022	2023	Population Total
Allocated <b>Veterans</b>	-	-	-	-	-	\$0
Proceeds						
Allocated <b>Seniors</b>	-	-	-	-	-	\$0
Proceeds						
Allocated <b>Vulnerable Populations</b>	-	\$500,000	\$500,000	\$500,000	\$500,000	\$2,000,000
Proceeds						
<b>Annual Total</b>	\$0	\$500,000	\$500,000	\$500,000	\$500,000	<b>Program Total (Entire I.P.) \$2,000,000</b>

## Financial Stability

Financial stability is an essential component of a person's ability to gain and maintain self-sufficiency and stable housing. This plan defines financial stability as one's ability to comfortably afford necessary expenses while making modest investments to secure a long-term ability to accomplish personal goals.

The King County Equity and Social Justice (ESJ) indicators of equity hold that income is the most powerful indicator of ESJ, having the ability to affect more determinants of equity than any other variable. As people live longer, life-long financial security is a growing challenge. This is particularly true for the least educated, who are more likely to live at or near the poverty level without emergency resources.<sup>28</sup> National statistics indicate that 4.2 million older Americans live in poverty. For many older adults, retirement planning has been inadequate to prepare them for years of retirement, resulting in poverty in old-age for a broad group of older adults who may not have experienced poverty while working. For some vulnerable populations, too, financial stability may be more difficult to achieve. For example, researchers have contended that "poverty results not from a single source but from a cumulative process: any type of disadvantage makes one vulnerable to other disadvantages...[such that] when discrimination, beliefs about achievements or cultural practices elevate one race over another, even slightly, the associated penalties have far reaching consequences."<sup>29</sup>

This plan describes four strategies to promote financial stability for veterans, seniors and vulnerable populations.

### VSHSL Strategies to Promote FINANCIAL STABILITY

#### **FS 1** Gain Employment and Increase Household Income

**FS 1.A** Employment Training, Placement and Supports

**FS 1.B** King County Veterans Fellowship

**FS 1.C** Leverage Government Benefits

#### **FS 2** Promote Financial Literacy

<sup>28</sup> Stanford Center on Longevity. *The Sightlines Project: Seeing our way to living long, living well in 21<sup>st</sup> century America*. Stanford University: February 2016.

<sup>29</sup> National Poverty Center. *Policy Brief: The Colors of Poverty: Why Racial & Ethnic Disparities Persist*. Ann Arbor, MI: January 2009.

### FS 3 Support Student Veterans

#### FS 3.A Vet Corps

#### FS 3.B Student Veteran Child Care Pilot

### FS 4 Enhance the King County Veterans Program

## FS 1 Gain Employment and Increase Household Income

The VSHSL builds upon the former VHSL's successful programs to support employment and increase household income. VHSL-funded employment programs have proven able to increase household income after job placements by tens of thousands of dollars, increasing the likelihood of long-term self-sufficiency. However, paid work will not be appropriate for all members of the veterans, seniors, and vulnerable populations. Therefore, this strategy also includes a program to help persons with disabilities or who are in extreme poverty to leverage federal income generating benefits.

**To what community-level change does this strategy contribute?** The programs within this strategy contribute to the community-level effort to increase household income, reduce rates of poverty and foster self-reliance among veterans, seniors and vulnerable populations.

### FS 1.A Employment Training, Placement and Supports

**Concept:** This program will fund services that prepare persons for employment, connect them with employment opportunities, and then support them in succeeding as an employee. Financial assistance, for example, may be provided to qualifying low-income parents or other guardians participating in training, placement or support programs to cover partial costs for child care to enable parents or other guardians to search for employment or prevent parents or other guardians who are participating in training, placement or support programs from missing out on an employment opportunity due to child care expenses. 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 to vulnerable population youth and young adults in King County who are unstably housed or experiencing or are at risk of experiencing homelessness. This program contains new elements as well as elements continued from the former VHSL's Activities 2.6 A and B. Services provided through the program should recognize and be responsive to the unique needs of limited-English-proficient King County residents who are immigrants or refugees. Proceeds allocated under this program may be contracted directly to an entity or entities or may be administered through the King County Department of Community and Human Services Employment and Education Resources (EER) section, or its successor.

**Rationale:** Employment can provide a person with income, benefits, social connections and a path toward sustained self-reliance. For homeless or unstably housed youth and young adults, in particular, finding and maintaining employment is critical.

**Timeline:** This program will operate every year from 2019 through 2023.

**Allocation:** The following table describes the estimated allocation of VSHSL proceeds for this strategy:

<b>FS 1.A</b>	2019	2020	2021	2022	2023	Population Total
Allocated <b>Veterans</b>	-	-	-	-	-	\$0
Proceeds						
Allocated <b>Seniors</b>	\$450,000	\$450,000	\$500,000	\$600,000	\$600,000	\$2,600,000
Proceeds						
Allocated <b>Vulnerable Populations</b>	\$1,100,000	\$1,150,000	\$1,150,000	\$1,200,000	\$1,235,000	\$5,835,000
Proceeds						
<b>Annual Total</b>	\$1,550,000	\$1,600,000	\$1,650,000	\$1,800,000	\$1,835,000	<b>Program Total (Entire I.P.)</b> \$8,435,000

**FS 1.B King County Veterans Fellowship**

**Concept:** This program continues the former VHSL program to recruit veterans to work in King County in subsidized positions for six-month fellowships. The program is administered in partnership with King County’s Human Resources Department.

**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. King County and other employers supporting the common good will benefit from having veterans as part of their teams; and this program allows King County to lead by example while attracting important veteran talent into the King County workforce.

**Timeline:** This program will operate every year from 2019 through 2023.

**Allocation:** The following table describes the estimated allocation of VSHSL proceeds for this strategy:

<b>FS 1.B</b>	2019	2020	2021	2022	2023	Population Total
Allocated						
<b>Veterans</b>	\$175,000	\$175,000	\$175,000	\$175,000	\$175,000	\$875,000
Proceeds						
Allocated						
<b>Seniors</b>	-	-	-	-	-	\$0
Proceeds						
Allocated						
<b>Vulnerable Populations</b>	-	-	-	-	-	\$0
Proceeds						
<b>Annual Total</b>	\$175,000	\$175,000	\$175,000	\$175,000	\$175,000	<b>Program Total (Entire I.P.)</b> \$875,000

**FS 1.C Leverage Government Benefits**

**Concept:** This program will fund an entity or entities to provide advocacy or not-for-profit or pro bono legal services that assist low-income and disabled veterans and their families, seniors and vulnerable populations in making initial applications and appeals for federal and state income-generating benefits. Examples of such benefits include disability compensation or pension benefits administered by the federal VA or Social Security Benefits. A portion of the veterans proceeds allocated for this program shall in every year from 2019 through 2023 be used to provide on-site advocacy services or on-site not-for-profit or pro bono legal services, which services shall 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 shall aim to provide equitable access to funded services in convenient locations to residents living throughout King County.

**Rationale:** Not all veterans, seniors and vulnerable populations can work or work full-time to provide household income. The federal and state governments recognize the importance that income-generating benefits can play in providing for households. Complementary County initiatives including the All Home Strategic Plan recognize 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.

**Timeline:** This program will operate every year from 2019 through 2023. At the close of each fiscal year in which this program is operational, should uncommitted VSHSL proceeds, allocated pursuant to Section 4.B. of Ordinance 18555, become available, in accordance with the provisions of this implementation plan governing reallocation of unspent or uncommitted funds, DCHS or VSHSL staff shall consider recommending that funding for this program in the subsequent year be increased.

**Allocation:** The following table describes the estimated allocation of VSHSL proceeds for this strategy:

<b>FS 1.C</b>	2019	2020	2021	2022	2023	Population Total
Allocated <b>Veterans</b>	\$500,000	\$510,000	\$520,000	\$530,000	\$540,000	\$2,600,000
Proceeds						
Allocated <b>Seniors</b>	\$200,000	\$204,000	\$208,000	\$212,000	\$216,000	
Proceeds						\$1,040,000
Allocated <b>Vulnerable Populations</b>	\$200,000	\$204,000	\$208,000	\$212,000	\$216,000	
Proceeds						
<b>Annual Total</b>	\$900,000	\$918,000	\$936,000	\$954,000	\$972,000	<b>Program Total (Entire I.P.)</b> \$4,680,000

## **FS 2** Promote Financial Literacy

**Concept:** This program will fund an entity or entities to provide training, advice or other services that improve the ability of seniors and vulnerable populations to successfully use financial services, conduct financial planning, avoid or seek help for financial predation, or increase the ability of a historically marginalized or impoverished community to capitalize and build wealth to combat intergenerational poverty.

**Rationale:** A comprehensive set of strategies to promote financial stability includes some investment in the ability of persons or communities to be savvy consumers of and participants in financial systems. Seniors and veterans are often targeted for financial predation. Non-native English speakers and immigrants and refugees may benefit from familiarization with domestic banking systems and practices. Intergenerational poverty and its causes may result in some communities being “underbanked” or having unequal access to financial institutions that can support efforts to achieve long-term prosperity. This program complements income generating employment and benefit programs with a program to building awareness of how financial systems work and where persons or communities can adopt new behaviors to increase equity.

**To what community-level change does this strategy contribute?** This strategy contributes to the community-level effort to increase the number and ability of seniors and vulnerable populations to avoid financial predation and participate in beneficial financial institutions.

**Timeline:** This program begins in 2020 and will operate in every year through 2023.

**Allocation:** The following table describes the estimated allocation of VSHSL proceeds for this strategy:

<b>FS 2</b>	2019	2020	2021	2022	2023	Population Total
Allocated <b>Veterans</b>	-	-	-	-	-	\$0
Proceeds						
Allocated <b>Seniors</b>	-	\$200,000	\$200,000	\$250,000	\$250,000	\$900,000
Proceeds						
Allocated <b>Vulnerable Populations</b>	-	\$200,000	\$200,000	\$200,000	\$200,000	\$800,000
Proceeds						
<b>Annual Total</b>	\$0	\$400,000	\$400,000	\$450,000	\$450,000	<b>Program Total (Entire I.P.) \$1,700,000</b>

### **FS 3** Support Student Veterans

Student veterans stand at a critical juncture in their transitions from military service to civilian life. Unfortunately, too many student veterans face challenges upon enrolling in higher education, where they may encounter simultaneous challenges of leaving military life and culture while becoming students among peers with significantly different life experiences. Many student veterans end up feeling isolated in colleges and universities and unsupported in navigating the complex rules for using veterans' benefits that are meant to help them. Keeping student veterans engaged in their schools is an investment in the entire community's vibrancy. This strategy is a strong example of the VSHSL's unique role in emphasizing preventative investments to promote long term strength. Supporting student veterans allows King County to keep veterans in our communities and work places, where they have so much to offer as community members and leaders.

**To what community-level change does this strategy contribute?** This strategy's programs contribute to the community-level effort to increase the number of veterans in King County who succeed in school and go on to support and benefit their families, communities and work places.

#### **FS 3.A** Vet Corps

**Concept:** This program will fund a partnership with the Washington State Department of Veterans Affairs to provide on-campus navigation, peer support and supportive services for

veterans at colleges and universities in King County. Vet Corps helps veterans achieve their higher education goals by:

- Providing training and support to college faculty, staff and administration to increase awareness of student veterans’ needs.
- Providing a peer connection for veterans new to higher education.
- Helping the college to meet the needs of student veterans.
- Providing veterans with connections to federal, state or local veteran’s benefits.

**Rationale:** Student veterans come to higher education later in life than many of their peers, and veterans are tremendous sources of enrichment, perspective and diversity for their campuses, classes and peers. Some of the same experiences that equip veterans to provide so much to peers and communities can also complicate returning to a classroom setting. As part of King County’s commitment to honor and welcome veterans as valuable residents and future leaders in King County, this program supports veterans in completing their education and joining the workforce and community with a degree or certification to pair with their valuable experience and perspectives.

**Timeline:** This program will operate every year from 2019 through 2023.

**Allocation:** The following table describes the estimated allocation of VSHSL proceeds for this strategy:

<b>FS 3.A</b>	2019	2020	2021	2022	2023	Population Total
Allocated						
<b>Veterans</b>	\$200,000	\$265,000	\$450,000	\$459,000	\$468,000	\$1,842,000
Proceeds						
Allocated						
<b>Seniors</b>	-	-	-	-	-	\$0
Proceeds						
Allocated						
<b>Vulnerable Populations</b>	-	-	-	-	-	\$0
Proceeds						
<b>Annual Total</b>	\$200,000	\$265,000	\$450,000	\$459,000	\$468,000	<b>Program Total (Entire I.P.)</b> \$1,842,000

**FS 3.B Student Veteran Child Care Pilot**

**Concept:** This program will fund an entity or entities to provide low-income student veterans with financial assistance to cover partial costs for child care so that the student veteran can continue classes instead of dropping out of school due to the high cost of child care.

**Rationale:** Because many veterans come to college and universities later in life, student veterans often have young children to care for in addition to attending classes. During community engagement activities as part of the VSHSL renewal and planning process, student veterans and women veterans groups frequently cited a trend in which student veterans drop out of school to care for their children because they cannot afford child care while attending school. Community members report that this issue affects a high number of women who are student veterans. This program’s purpose is to support student veterans who are parents—and women student veterans in particular—in completing courses of study at colleges and universities in King County.

**Timeline:** This program will begin operations in 2020 and continue every year through 2023.

Additionally, at the close of each fiscal year in which this program is operational, should uncommitted VSHSL proceeds, allocated pursuant to Section 4.B.3 of Ordinance 18555, become available, in accordance with the provisions of this implementation plan governing reallocation of unspent or uncommitted funds, DCHS or VSHSL staff shall consider recommending that funding for this pilot program in the subsequent year be increased and eligible criteria be expanded, or that a similar pilot program be established, so that vulnerable population student parents may participate, and subject to available funding, receive financial assistance to cover partial costs for child care so that the vulnerable population student parent can continue classes at a college or university in King County.

**Allocation:** The following table describes the estimated allocation of VSHSL proceeds for this strategy:

<b>FS 3.B</b>	2019	2020	2021	2022	2023	Population Total
Allocated <b>Veterans</b>	-	\$150,000	\$250,000	\$250,000	\$300,000	\$950,000
Proceeds						
Allocated <b>Seniors</b>	-	-	-	-	-	\$0
Proceeds						
Allocated <b>Vulnerable Populations</b>	-	-	-	-	-	\$0
Proceeds						
<b>Annual Total</b>	\$0	\$150,000	\$250,000	\$250,000	\$300,000	<b>Program Total (Entire I.P.) \$950,000</b>

## FS 4 Enhance the King County Veterans Program

**Concept:** This program will continue the former VHSL's program funding of the King County Veterans Program (KCVP). All of the programs specified in this plan to benefit indigent veterans and their families and the families of deceased indigent veterans constitute the KCVP and with the adoption of this plan the KCVP shall continue. VSHSL proceeds allocated in this program position KCVP as a central hub through which other VSHSL-funded veterans services and shelter may be accessed, as envisioned by this plan. This program will drive enhancements at KCVP service locations that may include 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. Using KCVP as centralized hubs will facilitate efficient access to services for veterans and their families in one location. This plan's investments will bring the KCVP to scale to provide emergency financial assistance, housing system coordination, case management and social work supports, and education and employment resources and placements for enrolled veterans. A portion of the funds allocated in this program shall be used to enhance KCVP's ability to serve women veterans.

**Rationale:** The King County Veterans Program (KCVP) has existed since the 1950s, providing indigent veterans and their surviving spouses with emergency financial assistance. In 2006, the original VHSL provided additional investment in KCVP to transform the program into a more comprehensive set of services. VHSL investments also expanded the program from its Seattle-based office by funding an additional office, now located in Tukwila. KCVP's two client-serving offices serve more than 2,000 veterans annually. This expansion demonstrated the need for an even more robust response to veterans' services. VSHSL investments in 2019 through 2023 will allow KCVP to serve as a central hub, able to drive greater sophistication and outcome-based models through system integration.

**To what community-level change does this strategy contribute?** This strategy contributes to the community-level effort to support veterans in King County to prevent veteran homelessness, decrease veteran poverty and increase veteran social engagement in King County.

**Timeline:** This program will operate every year from 2019 through 2023.

**Allocation:** The following table describes the estimated allocation of VSHSL proceeds for this strategy:

<b>FS 4</b>	2019	2020	2021	2022	2023	Population Total
Allocated <b>Veterans</b>	\$3,600,000	\$3,800,000	\$4,350,000	\$4,650,000	\$4,900,000	\$21,300,000
Proceeds						
Allocated <b>Seniors</b>	-	-	-	-	-	\$0
Proceeds						
Allocated <b>Vulnerable Populations</b>	-	-	-	-	-	\$0
Proceeds						
<b>Annual Total</b>	\$3,600,000	\$3,800,000	\$4,350,000	\$4,650,000	\$4,900,000	<b>Program Total (Entire I.P.)</b> \$21,300,000

## Social Engagement

Social isolation's effects on older adults are known, and social isolation impacts on other populations including veterans<sup>30</sup>, immigrants and refugees, persons with disabilities, caregivers, and persons reentering society after incarceration are increasingly well understood. Based on the growing scientific understanding of the risks of isolation and on the near universality of social isolation as a concern brought up during more than 70 VSHSL community engagement events, this strategy supports programs that better connect isolated persons or groups to King County's broader community. **This implementation plan defines social engagement as an individual's feeling that they belong.** Programs funded by this strategy all promote belonging where systems, biases, miscommunications or cultural differences too often serve to isolate.

### VSHSL Strategies to Promote SOCIAL ENGAGEMENT

#### SE 1 Support Reentry from Incarceration

SE 1.A Incarcerated Veteran Case Management

SE 1.B MRJC Veterans Program and Community Reentry Spanning Supports

SE 1.C Vulnerable Population Reentry Spanning Supports

#### SE 2 Care for Caregivers

SE 2.A Caregiver Community Building

SE 2.B Caregiver Respite

SE 2.C Kinship Care Supports

#### SE 3 Transform Senior Centers

#### SE 4 Build Community Resilience Networks

SE 4.A Senior Virtual Villages

SE 4.B Veterans, Servicemembers and Family Community Building

#### SE 5 Understand Community Priorities

#### SE 6 Support Legal Services for King County Residents who are Immigrants and Refugees

<sup>30</sup> For an extensive, current analysis of the social isolation that veterans face upon leaving service, the trauma of reintegrating, and how cultivating belonging can address those issues, see Sebastian Junger's [Tribe: On Homecoming and Belonging](#) (2016).



## SE 1 Support Reentry from Incarceration

One of King County's longest running programs to support veterans is the former Incarcerated Veterans Program (carried forward into this plan as SE 1.A, Incarcerated Veterans Case Management). The program has always responded to the observation that people are most susceptible to reduced housing stability, financial stability and health when they are socially isolated and cut-off from broader communities. This strategy builds upon that premise to continue existing reentry programs for veterans while starting a new program to provide similar resources to a broader set of vulnerable populations as they transition from incarceration and reenter their communities.

**To what community-level change does this strategy contribute?** The programs in this strategy contribute to the community-level effort to increase the number of veterans and vulnerable populations who successfully reintegrate into their communities after incarceration and avoid future criminal justice system contact.

### SE 1.A Incarcerated Veterans Case Management

**Concept:** Bill Wood, one of the original VHSL's early leaders, implemented an earlier version of this program to help incarcerated veterans connect with system supports that could assist them as they transition from incarceration to their communities. This program, carried forward from the former VHSL, will contract with an entity or entities to identify veterans incarcerated within jails in King County and then provide those veterans with tailored connections to services that ease reentry, including connections with the federal VA, the Washington Department of Veterans Affairs and King County's robust network of veterans' services and providers.

**Rationale:** Incarceration can be a key time to identify and serve a veteran who has been experiencing poverty or homelessness. More than half of King County veterans exiting incarceration expect to be homeless upon release from incarceration. Veterans who release into homelessness and without supportive services are at an increased risk to return to incarceration or otherwise experience poverty and long-term homelessness. This program builds connections to the veterans' services network that can support veterans as they transition out of incarceration.

**Timeline:** This program will operate every year from 2019 through the VSHSL's expiration in 2023.

**Allocation:** The following table describes the estimated allocation of VSHSL proceeds for this strategy:

SE 1.A	2019	2020	2021	2022	2023	Population Total
Allocated						
<b>Veterans</b>	\$75,000	\$76,500	\$78,000	\$79,500	\$81,000	\$390,000
Proceeds						
Allocated						
<b>Seniors</b>	-	-	-	-	-	\$0
Proceeds						
Allocated						
<b>Vulnerable Populations</b>	-	-	-	-	-	\$0
Proceeds						
<b>Annual Total</b>	\$75,000	\$76,500	\$78,000	\$79,500	\$81,000	<b>Program Total (Entire I.P.) \$390,000</b>

**SE 1.B MRJC Veterans Program and Community Reentry Spanning Supports**

**Concept:** This program will be implemented through an innovative collaboration between the Department of Community and Human Services (DCHS) and the Department of Adult and Juvenile Detention (DAJD). The program will fund contracted services with community-based organizations or tribes. DCHS and DAJD have created a Veterans Program within the Norm Maleng Regional Justice Center (MRJC) in Kent. This jail-based program will fund support services for incarcerated veterans such as therapeutic mindfulness and yoga training, services to access veterans housing and benefits, and therapeutic writing courses. In addition to this innovative jail-based program, this plan requires that VSHSL-funded services “span” the transition between custody and reentry to community so that veterans maintain contact with trusted providers and maintain valuable routines during this transition.

**Rationale:** The MRJC Veterans Program adopts an increasingly used national 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. Interviews with veterans experiencing incarceration revealed that support services offered through in-custody programming become most important at the precise moment when they typically become unavailable: release from incarceration and community reentry. The continuity of support services offered during incarceration and the period of time immediately post-incarceration will enhance successful reentry into the community.

**Timeline:** This program will operate every year from 2019 through VSHSL expiration in 2023.

**Allocation:** The following table describes the estimated allocation of VSHSL proceeds for this strategy:

<b>SE 1.B</b>	2019	2020	2021	2022	2023	Population Total
Allocated <b>Veterans</b>	\$150,000	\$160,000	\$250,000	\$255,000	\$265,000	\$1,080,000
Proceeds						
Allocated <b>Seniors</b>	-	-	-	-	-	\$0
Proceeds						
Allocated <b>Vulnerable Populations</b>	-	-	-	-	-	\$0
Proceeds						
<b>Annual Total</b>	\$150,000	\$160,000	\$250,000	\$255,000	\$265,000	<b>Program Total (Entire I.P.)</b> \$1,080,000

**SE 1.C Vulnerable Population Reentry Spanning Supports**

**Concept:** This program will fund one or more tribes or community-based organizations to provide community-based services that support the reentry of formerly incarcerated persons in King County. This program shall prioritize services that provide community-based supports for persons or communities who are disproportionately represented within the criminal justice system. This program will also create a pilot to facilitate apprenticeships with labor unions to create paths to living wage jobs for individuals exiting incarceration. The program will partner with established labor organizations in the building trades and service industries in developing this program. Funds for the pilot can also be used for tuition or supplies for program participants in order to further the goals of this program.

**Rationale:** As with veterans, the general population of incarcerated persons will experience increased success in reentry if they have community-based supports once they leave incarceration. Apprenticeships provide a way for individuals to obtain comprehensive work experience and learn a skill. When these apprenticeships are developed in partnership with labor unions they have the potential to create a pathway to living wage jobs with benefits. This is particularly important for individuals who are exiting incarceration and may also face additional obstacles to securing employment.

**Timeline:** This new program will begin operating in 2020 and continue through 2023.

**Allocation:** The following table describes the estimated allocation of VSHSL proceeds for this strategy:

SE 1.C	2019	2020	2021	2022	2023	Population Total
Allocated <b>Veterans</b>	-	-	-	-	-	\$0
Proceeds						
Allocated <b>Seniors</b>	-	-	-	-	-	\$0
Proceeds						
Allocated <b>Vulnerable Populations</b>	-	\$200,000	\$200,000	\$205,000	\$210,000	\$815,000
Proceeds						
<b>Annual Total</b>	\$0	\$200,000	\$200,000	\$205,000	\$210,000	<b>Program Total (Entire I.P.) \$815,000</b>

## SE 2 Care for Caregivers

The responsibility to care for vulnerable older adults impacts all generations. Studies predict that between one-third and just more than half of today’s King County residents who are 65 or older will need some form of long-term care services or support in the future. This work will, in many cases, require assistance from caregivers, including spouses or partners, adult children and friends.

Significantly, the responsibilities of caregivers are not limited to caring for seniors. Parents of children with disabilities and family members of veterans with disabilities are also called upon to do the essential but difficult work providing unpaid care for a loved one. VSHSL community engagement events made clear that caregivers are doing heroic work without sufficient support in every corner of King County. This strategy funds programs that can recognize caregivers’ (as defined in ordinance 18555, Section 1) unique strengths and burdens, help combat isolation among caregivers, and offer brief but invaluable respite that is necessary for caregiving to be sustainable long-term.

**To what community-level change does this strategy contribute?** This strategy contributes to the community-level effort to increase the number of caregivers who can sustain health and social engagement while providing unpaid care to loved ones.

### SE 2.A Caregiver Community Building

**Concept:** This program will fund an entity or entities to support caregivers for veterans, seniors and persons with disabilities. Examples of service types eligible for funding through this program include information and resource guides such as the Dementia Action Roadmap,

caregiver support groups, programs provided to veterans and their caregivers through Operation Family Caregiver, and other efforts to support caregivers of vulnerable populations.

**Rationale:** Family caregivers – most frequently a wife or daughter – provide the bulk of support for older adults who want to remain in their own home but need assistance. Family caregivers, including spouses or partners and parents, also provide the bulk of care for veterans with disabilities and children with disabilities. Caregiving often comes at a high cost – with adverse economic, physical health, mental and emotional effects. Studies consistently report higher level of depressive symptoms and mental health problems among caregivers. While caregiver support programs have proven effectiveness, caregivers are often unaware that these programs exist.

**Timeline:** This new VSHSL program will begin in 2020 and continue through levy expiration in 2023.

**Allocation:** The following table describes the estimated allocation of VSHSL proceeds for this strategy:

<b>SE 2.A</b>	2019	2020	2021	2022	2023	Population Total
Allocated <b>Veterans</b>	-	\$140,000	\$150,000	\$160,000	\$170,000	\$620,000
Proceeds						
Allocated <b>Seniors</b>	-	\$170,000	\$230,000	\$240,000	\$260,000	\$900,000
Proceeds						
Allocated <b>Vulnerable Populations</b>	-	\$250,000	\$250,000	\$250,000	\$250,000	\$1,000,000
Proceeds						
<b>Annual Total</b>	\$0	\$560,000	\$630,000	\$650,000	\$680,000	<b>Program Total (Entire I.P.)</b> \$2,520,000

**SE 2.B Caregiver Respite**

**Concept:** This program will fund an entity or entities to provide subsidized respite care or to develop, enhance and expand existing programs that provide respite to caregivers for seniors, veterans or persons with disabilities. Respite is planned or emergency short-term care is intended to provide a break for the primary, unpaid caregivers. Respite can come in the form of a temporary paid caregiver to take the unpaid caregiver’s place or in the form of a group day-care setting.

**Rationale:** Respite gives caregivers a break from caregiving and the opportunity to focus on selfcare, whether than be a visit to the doctor or coffee with a friend. Selfcare 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. King County’s overall vibrancy depends upon the hard work and sacrifices of caregivers, and although wide-spread financial support of caregivers is not practical or within the eligible expenditures of the VSHSL, short-term respite subsidization can support community members to maintain acceptable personal health and sustain their essential role for the loved ones for whom they provide care.

**Timeline:** This program’s allocations begin with veterans and senior funds in 2020 and then funds all three of the VSHSL’s populations in 2021, 2022 and 2023.

**Allocation:** The following table describes the estimated allocation of VSHSL proceeds for this strategy:

SE 2.B	2019	2020	2021	2022	2023	Population Total
Allocated						
<b>Veterans</b>	-	\$100,000	\$200,000	\$200,000	\$200,000	\$700,000
Proceeds						
Allocated						
<b>Seniors</b>	-	\$100,000	\$220,000	\$400,000	\$400,000	\$1,120,000
Proceeds						
Allocated						
<b>Vulnerable Populations</b>	-	-	\$200,000	\$200,000	\$210,000	\$610,000
Proceeds						
<b>Annual Total</b>	\$0	\$200,000	\$620,000	\$800,000	\$810,000	<b>Program Total (Entire I.P.)</b> \$2,430,000

**SE 2.C Kinship Care Supports**

**Concept:** Kinship care is 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 program allocates VSHSL seniors proceeds to fund an entity and entities to support seniors who provide kinship care to children to whom they are related. The effect that this program seeks to achieve is that senior kinship care providers receive support that helps to sustain them, which may include training, community-building, health promoting or financial assistance services.

**Rationale:** Estimates are that about half of kinship care providers are seniors. Caring for a child 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. This program recognizes that

King County is home to many senior residents who are caring for young children for a variety of reasons, but that all of those residents deserve recognition and community support to sustain them as they sustain others.

**Timeline:** This program begins in 2020 and continues each year through 2023.

**Allocation:** The following table describes the estimated allocation of VSHSL proceeds for this strategy:

<b>SE 2.C</b>	2019	2020	2021	2022	2023	Population Total
Allocated <b>Veterans</b>	-	-	-	-	-	\$0
Proceeds						
Allocated <b>Seniors</b>	-	\$200,000	\$250,000	\$250,000	\$250,000	\$950,000
Proceeds						
Allocated <b>Vulnerable Populations</b>	-	-	-	-	-	\$0
Proceeds						
<b>Annual Total</b>	\$0	\$200,000	\$250,000	\$250,000	\$250,000	<b>Program Total (Entire I.P.) \$950,000</b>

### **SE 3 Transform Senior Centers**

**Concept:** Senior centers in King County—including community centers with significant senior-focused programming or specific senior programs—are important but often underutilized community hubs. This program will provide funding to competitively-selected senior centers in King County so that those centers can become or continue to be inclusive, vibrant hubs that serve the full diversity of seniors in their communities.

Examples of types of uses that may be included as eligible expenditures in this program include:

- Services to improve access, senior center use, and connections to other senior-focused programming by isolated or marginalized populations including:
  - LGBT seniors
  - Seniors who are immigrant or refugees
  - Seniors who primarily speak languages other than English
  - Seniors of color
  - Seniors who are veterans or their families

- Homebound seniors and other seniors with limited capacity to access transportation.
- Guided connections to other VSHSL-funded services for seniors as well as services offered by other entities
- Caregiver respite services
- Provision of social work for seniors
- Outreach and application assistance for senior property tax exemptions or housing stability programs funded by King County
- Provision of nutrition services and congregate meals
- Transportation services for limited mobility or homebound seniors
- Minor facility maintenance or upgrades that enhance the ability of senior centers to serve seniors
- Expansion of operating hours in order to provide additional services for seniors and their caregivers.

**Rationale:** There are at least 39 senior centers in King County, the majority of which are underutilized due to limited budgets and resources that constrain operating hours or underfund evidence-based programs that can promote social engagement, healthy living and housing stability for seniors. This strategy would leverage the latent capacity within the existing senior center system to increase contacts and engagement with seniors across King County.

**To what community-level change does this strategy contribute?** This strategy contributes to the community-level effort to increase the number of socially connected seniors—including senior veterans and their spouses or partners—in King County. This strategy also contributes to the community-level effort to build a network of seniors and senior resources that helps seniors stay within their communities and homes.

**Timeline:** This program will operate in every year from 2019 through levy expiration in 2023.

**Allocation:** The following table describes the estimated allocation of VSHSL proceeds for this strategy:

SE 3	2019	2020	2021	2022	2023	Population Total
Allocated						
<b>Veterans</b>	\$300,000	\$300,000	\$300,000	\$360,000	\$375,000	\$1,635,000
Proceeds						
Allocated						
<b>Seniors</b>	\$3,700,000	\$3,700,000	\$3,700,000	\$3,915,000	\$4,000,000	\$19,015,000
Proceeds						
Allocated						
<b>Vulnerable Populations</b>	-	-	-	-	-	\$0
Proceeds						
<b>Annual Total</b>	\$4,000,000	\$4,000,000	\$4,000,000	\$4,275,000	\$4,375,000	<b>Program Total (Entire I.P.)</b> \$20,650,000

## SE 4 Build Community Resilience Networks

**To what community-level change does this strategy contribute?** The programs in this strategy contribute to the community-level effort to build and maintain networks that increase personal and community resilience for seniors and veterans in King County.

### SE 4.A Senior Virtual Villages<sup>31</sup>

**Concept:** This program will fund the start-up and partially support the ongoing operations of senior-specific entities that create virtual villages or organizations like virtual villages to support people to age well in their communities. Virtual villages are sometimes also called “senior centers without walls.” Funds from this program may also be used to enable low-income seniors to participate in existing virtual villages or other senior-specific neighborhood-based organizations like virtual villages. Virtual villages provide social connections, supports, and extensive volunteer involvement opportunities that allow seniors to remain in their communities even if they live alone in their homes. Virtual villages funded through this program shall ensure that villages are equally accessible to low-income seniors with specific efforts and performance measures that result in participation by diverse and low-income seniors.

**Rationale:** A comprehensive approach to addressing senior isolation requires network-based investments to complement investments in conventional, fixed-site senior centers and community centers. King County’s growing senior population—projected to soon reach 25 percent of the total County population—will require a variety of means by which to maintain independence and age healthily and well in the community of their choosing. The virtual village

<sup>31</sup> "'Village Movement' Allows Elderly to Age In Their Homes", *All Things Considered*, NPR, December 12, 2017, available at <https://n.pr/2BJU3Tc>.

and like models are can help delay or even prevent the need for institutional care by providing opportunities for people to be connected, stay independent and active and live where they choose. They leverage the power of volunteers and foster supportive, intergenerational communities. Conventional senior centers can serve as a hub for a village or villages, enabling these centers to enhance their relevance and extend their reach deeper into local communities and neighborhoods.

**Timeline:** This program will make an initial set of startup investments in 2020, with additional startup investments in 2021 and 2022. This program will begin make operations investments in 2021 and continue making operations investments in every year from 2021 through the expiration of the VSHSL in 2023.

**Allocation:** The following table describes the estimated allocation of VSHSL proceeds for this strategy:

SE 4.A	2019	2020	2021	2022	2023	Population Total
Allocated						
<b>Veterans</b>	-	-	-	-	-	\$0
Proceeds						
Allocated						
<b>Seniors</b>	-	\$300,000	\$750,000	\$900,000	\$675,000	\$2,625,000
Proceeds						
Allocated						
<b>Vulnerable Populations</b>	-	-	-	-	-	\$0
Proceeds						
<b>Annual Total</b>	\$0	\$300,000	\$750,000	\$900,000	\$675,000	<b>Program Total (Entire I.P.)</b> \$2,625,000

**SE 4.B Veterans, Servicemembers and Family Community Building**

**Concept:** This program will have two components. It will fund an entity or entities to convene community-building events and networks that increase social connection for veterans and military servicemembers and their respective families in King County. It will also fund an annual, dedicated veterans service organizations Council-directed grant program that will operate in each Council district. Under this program, amounts allocated to each Council district in the years between 2019 and 2023 shall be \$10,000, unless changed by ordinance. A grant to dedicated veterans service organizations must be in an amount of \$2,500 or more. Dedicated veterans service organizations include, but are not limited to, The American Legion and The Veterans of Foreign Wars of the United States. This program shall be called the Major Pete von Reichbauer (Ret.) Veterans Service Organizations Grant Program. Together, the two components of this program seek to support entities that cultivate a sense of belonging among

veterans and that help bridge the civilian-military divide between veterans, servicemembers and the general population in King County.

**Rationale:** In King County, men older than 60 years are nearly 30 percent veterans. Among men ages 34 or younger, fewer than three percent are veterans. Women veterans have always been statistically isolated from their general population counterparts, consistently making up less than two percent of the County’s population of women. Veteran families are better represented, but all of these groups have in common an experiential isolation that can inhibit social connection. As with seniors, social isolation is increasingly understood as a predictor of reduced quality and quantity of life for veterans.

**Timeline:** This program will operate in every year from 2019 through 2023.

**Allocation:** The following table describes the estimated allocation of VSHSL proceeds for this strategy:

<b>SE 4.B</b>	2019	2020	2021	2022	2023	Population Total
Allocated <b>Veterans</b>	\$200,000	\$202,000	\$204,000	\$250,000	\$250,000	\$1,106,000
Proceeds						
Allocated <b>Seniors</b>	-	-	-	-	-	\$0
Proceeds						
Allocated <b>Vulnerable Populations</b>	-	-	-	-	-	\$0
Proceeds						
<b>Annual Total</b>	\$200,000	\$202,000	\$204,000	\$250,000	\$250,000	<b>Program Total (Entire I.P.)</b> \$1,106,000

## **SE 5** Understand Community Priorities

**Concept:** This program will fund a series of two-year community assessment surveys to complement VSHSL continuous community partnership efforts. These surveys will commission persons, tribes, and community-based organizations to research and then provide back to King County an assessment of strengths, weaknesses, and needs of geographic, cultural, or experiential communities in King County. The funds allocations in this strategy will allow for three veterans assessments, three seniors assessments and three vulnerable populations assessments. Examples of communities on which commissioned assessments may be produced include LGTBQ seniors, formerly incarcerated veterans, Southwest Asian immigrant

seniors living in central King County, or persons with disabilities who are survivors of domestic violence.

**Rationale:** This strategy reflects feedback that the community has consistently provided: while county-driven community partnership is necessary, it is insufficient. Increased understanding and trust between King County and the communities it serves will require those communities to organize on their own terms to inform King County about community needs and strengths. Commissioned surveys funded under this strategy will be timed for completion in the VSHSL's final three years to inform any future planning about potential renewal or closeout of the VSHSL.

**To what community-level change does this strategy contribute?** This strategy contributes to the community-level effort to increase trust and authentic understanding of community perspectives by King County staff.

**Timeline:** Funding for this program will begin in 2020 and continue through the levy's expiration in 2023.

**Allocation:** The following table describes the estimated allocation of VSHSL proceeds for this strategy:

SE 5	2019	2020	2021	2022	2023	Population Total
Allocated						
<b>Veterans</b>	-	\$80,000	\$120,000	\$80,000	\$40,000	\$320,000
Proceeds						
Allocated						
<b>Seniors</b>	-	\$80,000	\$120,000	\$80,000	\$40,000	\$320,000
Proceeds						
Allocated						
<b>Vulnerable Populations</b>	-	\$80,000	\$120,000	\$80,000	\$40,000	\$320,000
Proceeds						
<b>Annual Total</b>	\$0	\$240,000	\$360,000	\$240,000	\$120,000	<b>Program Total (Entire I.P.)</b> \$960,000

**SE 6 Support Legal Services for King County Residents who are Immigrants and Refugees**

**Concept:** This strategy will be administered in partnership with King County's Office of Equity and Social Justice and may directly fund an entity or entities or consolidate similarly purposed funds from other sources for joint administration and to an entity or entities. The intended effect

of this strategy is to support entities in providing not-for-profit or pro bono legal services that help low-income immigrants and refugees to remain in King County or promote their housing stability or ability to live healthily.

**Rationale:** Immigrants and refugees too 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 family together, their ability to be stably housed, or their ability to retain their personal liberty. This program allocates resources to improve access to civil legal advice and representation in those situations.

**To what community-level change does this strategy contribute?** This strategy contributes to the community-level effort to increase the number of immigrants and refugees who feel like they are welcomed and valued as members of the King County community.

**Timeline:** This program will operate in every year from 2019 through the levy’s expiration in 2023. At the close of each fiscal year in which this program is operational, should uncommitted VSHSL proceeds, allocated pursuant to Section 4.B.3 of Ordinance 18555, become available, in accordance with the provisions of this implementation plan governing reallocation of unspent or uncommitted funds, DCHS or VSHSL staff shall consider recommending that funding for this program in the subsequent year be increased.

**Allocation:** The following table describes the estimated allocation of VSHSL proceeds for this strategy:

SE 6	2019	2020	2021	2022	2023	Population Total
Allocated <b>Veterans</b>	-	-	-	-	-	\$0
Proceeds						
Allocated <b>Seniors</b>	-	-	-	-	-	\$0
Proceeds						
Allocated <b>Vulnerable Populations</b>	\$795,000	\$810,000	\$820,000	\$830,000	\$840,000	\$4,095,000
Proceeds						
<b>Annual Total</b>	\$795,000	\$810,000	\$820,000	\$830,000	\$840,000	<b>Program Total (Entire I.P.)</b> \$4,095,000

## Healthy Living

King County experiences geographic differences in the health of its residents. Using an index of health, housing and economic opportunities, King County has mapped how various areas of the County rank on population measures, including health indicators such as frequent mental distress, smoking, obesity, diabetes, preventable hospitalizations, housing conditions, and economic opportunity indicators such as poverty rate and unemployment.<sup>32</sup> Life expectancy in areas of south King County is 74 years of age, while higher ranked areas in East King County have an average life expectancy of 87.<sup>33</sup>

According to the *King County Hospitals for a Healthier Community* report:

*The relationship between lack of opportunities and poor health is clear: King County neighborhoods with the lowest educational attainment and highest levels of poverty are also the areas with the greatest concentrations of obesity, diabetes, and many other adverse health outcomes. Equal access to opportunities such as education, housing, and jobs is necessary for all people to thrive and achieve their full potential.*<sup>34</sup>

According to the Centers for Disease Control (CDC), chronic diseases and conditions such as heart disease, stroke, cancer, type 2 diabetes, obesity and arthritis are among the most common, costly and preventable of all health problems. They are experienced by about half of the adult population and are a major underlying cause of physical disabilities. Besides the toll chronic diseases take on individuals and their families, hospitals spend enormous resources caring for these preventable conditions. Many risk factors for chronic diseases, including physical inactivity, obesity, unhealthy diet and high blood pressure, have available well established, prevention-focused interventions to help prevent or reduce the impact of these conditions. Levy investments in these programs will not only improve health outcomes for individuals but also reduce the unnecessary use of expensive emergency room and hospital services.

While chronic diseases affect a large portion of the population, other health issues may have a disparate impact on certain groups. For example, veterans experience higher than average rates of suicide and post-traumatic stress. An estimated 100,000 individuals in Washington State have Alzheimer's disease or dementia, a problem that is projected to increase dramatically over the next 30 years for those 65 and older. Specific services can help support these older adults and their caregivers, helping them to remain in their homes as they age. Other groups such as homeless or formerly homeless individuals, persons with disabilities,

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<sup>32</sup> King County Hospitals for a Healthier Community (KCHHC). *King County Community Health Needs Assessment 2015/2016*. Retrieved from PHSKC website: [www.kingcounty.gov/health/indicators](http://www.kingcounty.gov/health/indicators).

<sup>33</sup> Ibid.

<sup>34</sup> Ibid.

immigrants and refugees, and survivors of traumatic experiences may have significant and sometimes unique health issues whose outcomes could be improved with levy support.

Investments in evidence-based and best practice programs can improve the health of residents of King County. The Veterans, Seniors and Human Services Levy will promote better health outcomes for individuals and a more sustainable medical care system that prevents crises instead of responding to them.

## **VSHSL Strategies to Promote HEALTHY LIVING**

### **HL 1 Prevent Behavioral Health Crises**

- HL 1.A Senior Depression Intervention**
- HL 1.B Maternal Depression Reduction**
- HL 1.C Veterans PTSD, MST and End of Life Counseling**
- HL 1.D Military Family Counseling**
- HL 1.E Sobering and Emergency Services Patrol**
- HL 1.F Veterans Court Clinician and Mentor Coordinator**
- HL 1.G Behavioral Health Integration**
- HL 1.H Geriatric Regional Assessment Team (GRAT) 2.0**

### **HL 2 Provide Care in the Community**

- HL 2.A Evidenced-Based Senior Health Promotion**
- HL 2.B Housing Health Outreach Team**
- HL 2.C Mobile Meal Delivery for Seniors**
- HL 2.D Connections to In-Home Care**

### **HL 3 Prevent Abuse, Assault and Violence**

- HL 3.A Countywide SA/DV/CSE Prevention Pilot**
- HL 3.B Elder Abuse Multi-Disciplinary Team**
- HL 3.C Support Community Strategies to Address Gun Violence**

### **HL 4 Nurture Families**

- HL 4.A Nurse Family Partnership**
- HL 4.B Healthy Start**
- HL 4.C Parent Education and Support**

### **HL 1 Prevent Behavioral Health Crises**

This strategy reorganizes seven behavioral health-related strategies from the former VHSL into a single strategy focused on preventing persons from requiring crisis interventions and services

for behavioral health crises. This strategy complements a larger behavioral health crisis system funded in part by the County’s Mental Illness and Drug Dependency (MIDD) sales tax. Where MIDD primarily focuses on crisis response services, the VSHSL focuses primarily on pre-crisis services intended to prevent the necessity for crisis response.

**To what community-level change does this strategy contribute?** The programs in this strategy contribute to the community-level effort to reduce the number of people who seek behavioral health care through emergency medical care or the behavioral health crisis response system.

**HL 1.A Senior Depression Intervention**

**Concept:** This program funds a continued strategy from the former VHSL. Funds allocated under this program will be contracted through the Area Agency on Aging to tribes or community-based organizations that provide the PEARLS evidence-based senior depression reduction for seniors, including senior veterans, in King County.

**Rationale:** Depression can be a cause and a symptom of isolation and related health-harming conditions for seniors. The PEARLS intervention, originally brought to scale in King County with funding from the former VHSL, provides an important, senior-specific behavioral health intervention to prevent behavioral health crises for seniors in King County. Participation in the PEARLS program allow seniors to receive in-home care that has proven benefits in reducing symptoms of depression.

**Timeline:** This program will receive funding in every year from 2019 through levy expiration in 2023.

**Allocation:** The following table describes the estimated allocation of VSHSL proceeds for this strategy:

HL 1.A	2019	2020	2021	2022	2023	Population Total
Allocated						
<b>Veterans</b>	-	-	-	-	-	\$0
Proceeds						
Allocated						
<b>Seniors</b>	\$375,000	\$382,000	\$389,000	\$396,000	\$403,000	\$1,945,000
Proceeds						
Allocated						
<b>Vulnerable Populations</b>	-	-	-	-	-	\$0
Proceeds						
<b>Annual Total</b>	\$375,000	\$382,000	\$389,000	\$396,000	\$403,000	<b>Program Total (Entire I.P.)</b> \$1,945,000

**HL 1.B Maternal Depression Reduction**

**Concept:** This program, continued from the former VHSL, will be administered through a partnership with Public Health—Seattle & King County, which will in turn subcontract funding for this program to community-based organizations and/or tribes. The program’s intended effect in the community is to support maternal depression screening and treatment for low-income pregnant and parenting mothers accessing services through the safety net, including prenatal care, maternity support services (MSS), well-child care, primary care and the Women, Infants and Children (WIC) program.

**Rationale:** Severe maternal depression occurs most frequently with low-income mothers, likely due to insufficient screening. Unrecognized and untreated severe maternal depression can be a significant deterrent to the development of healthy mother-child attachments and early child development.

**Timeline:** This program will operate every year from 2019 through the expiration of the levy in 2023.

**Allocation:** The following table describes the estimated allocation of VSHSL proceeds for this strategy:

<b>HL 1.B</b>	2019	2020	2021	2022	2023	Population Total
Allocated <b>Veterans</b>	-	-	-	-	-	\$0
Proceeds						
Allocated <b>Seniors</b>	-	-	-	-	-	\$0
Proceeds						
Allocated <b>Vulnerable Populations</b>	\$640,000	\$650,000	\$660,000	\$670,000	\$680,000	\$3,300,000
Proceeds						
<b>Annual Total</b>	\$640,000	\$650,000	\$660,000	\$670,000	\$680,000	<b>Program Total (Entire I.P.) \$3,300,000</b>

**HL 1.C Veterans PTSD, MST and End of Life Counseling**

**Concept:** This program continues from the former VHSL and adds a new emphasis on counseling to help senior veterans cope with issues related to end of life. This program will fund

an entity or entities to provide mental health care services to veterans and their families who experience PTSD, issues related to PTSD, and mental health conditions related to traumatic experiences such as military sexual trauma.

**Rationale:** Rates of PTSD among veterans may range as high as 30 percent depending on the era in which a veteran served. Veterans’ families are also at risk of mental health care concerns as families are also exposed to trauma from military service. While the federal 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. This program provides veterans and their families with complementary sources from which to seek mental health care in order to avoid future behavioral health crises and to promote sustainable, healthy living.

**Timeline:** This program will operate every year from 2019 through levy expiration in 2023.

**Allocation:** The following table describes the estimated allocation of VSHSL proceeds for this strategy:

HL 1.C	2019	2020	2021	2022	2023	Population Total
Allocated						
<b>Veterans</b>	\$550,000	\$566,000	\$582,000	\$599,000	\$616,000	\$2,913,000
Proceeds						
Allocated						
<b>Seniors</b>	-	-	-	-	-	\$0
Proceeds						
Allocated						
<b>Vulnerable Populations</b>	-	-	-	-	-	\$0
Proceeds						
<b>Annual Total</b>	\$550,000	\$566,000	\$582,000	\$599,000	\$616,000	<b>Program Total (Entire I.P.)</b> \$2,913,000

**HL 1.D Military Family Counseling**

**Concept:** Continued from the former VHSL, this program seeks to increase support for military families before, during and after deployments and other significant events related to military service by funding an entity or entities to provide counseling services to family members of veterans or military servicemembers.

**Rationale:** Military service creates burdens that go beyond servicemembers to their families. 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. This program fills that gap.

**Timeline:** This program operates in every year covered by this plan, beginning in 2019 and continuing through 2023.

**Allocation:** The following table describes the estimated allocation of VSHSL proceeds for this strategy:

<b>HL 1.D</b>	2019	2020	2021	2022	2023	Population Total
Allocated <b>Veterans</b>	\$100,000	\$102,000	\$104,000	\$106,000	\$108,000	\$520,000
Proceeds						
Allocated <b>Seniors</b>	-	-	-	-	-	\$0
Proceeds						
Allocated <b>Vulnerable Populations</b>	-	-	-	-	-	\$0
Proceeds						
<b>Annual Total</b>	\$100,000	\$102,000	\$104,000	\$106,000	\$108,000	<b>Program Total (Entire I.P.) \$520,000</b>

**HL 1.E Sobering and Emergency Services Patrol**

**Concept:** This program will continue investments from the former VHSL by providing funding to the King County Behavioral Health and Recovery Division to continue 24/7 operations of the Emergency Services Patrol (ESP) and the Dutch Shisler Sobering Support Center. This program engages chronically homeless adults who have significant behavioral health conditions, including severe chemical dependency, 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 and chemical dependency conditions to assist in connecting persons to treatment and safety as an alternative to initiating criminal justice system contact. Services funded under this program may include improving responses for persons needing assistance for use of opioids or similar substances.

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

**Timeline:** This program will operate continuously from 2019 through levy expiration in 2023.

**Allocation:** The following table describes the estimated allocation of VSHSL proceeds for this strategy:

<b>HL 1.E</b>	2019	2020	2021	2022	2023	Population Total
Allocated <b>Veterans</b>	-	-	-	-	-	\$0
Proceeds						
Allocated <b>Seniors</b>	-	-	-	-	-	\$0
Proceeds						
Allocated <b>Vulnerable Populations</b>	\$210,000	\$214,000	\$218,000	\$222,000	\$226,000	\$1,090,000
Proceeds						
<b>Annual Total</b>	\$210,000	\$214,000	\$218,000	\$222,000	\$226,000	<b>Program Total (Entire I.P.)</b> \$1,090,000

**HL 1.F Veterans Court Clinician and Mentor Coordinator**

**Concept:** This program, continued and modified from the former VHSL, is implemented through the Behavioral Health and Recovery Division at the King County Department of Community and Human Services, which then contracts with an entity or entities to perform the services. This program funds mental health professionals to assess veterans for potential entry into Veterans Courts in King County and to provide justice-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 justice-involved veterans with 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:** Therapeutic courts remain important tools to ensure veterans with behavioral health conditions who have contact with the criminal justice system have access to resources and treatment services that can reduce future court involvement and contact with the criminal justice system.

**Timeline:** This program will operate every year from 2019 through levy expiration in 2023.

**Allocation:** The following table describes the estimated allocation of VSHSL proceeds for this strategy:

HL 1.F	2019	2020	2021	2022	2023	Population Total
Allocated						
<b>Veterans</b>	\$280,000	\$285,000	\$290,000	\$295,000	\$300,000	\$1,450,000
Proceeds						
Allocated						
<b>Seniors</b>	-	-	-	-	-	\$0
Proceeds						
Allocated						
<b>Vulnerable Populations</b>	-	-	-	-	-	\$0
Proceeds						
<b>Annual Total</b>	\$280,000	\$285,000	\$290,000	\$295,000	\$300,000	<b>Program Total (Entire I.P.)</b> \$1,450,000

**HL 1.G Behavioral Health Integration**

**Concept:** This program is a consolidation and continuation of the former VHSL's Activities 3.1.A and 3.1.B, the two behavioral health integration programs. This program provides funding to Public Health—Seattle & King County to contract out to community and public health centers 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.

**Rationale:** Integrated behavioral health screenings and assessments remain important methods of identifying persons who would benefit from specialized behavioral health care but who may not seek such care independently.

**Timeline:** This program will operate every year from 2019 through 2023.

**Allocation:** The following table describes the estimated allocation of VSHSL proceeds for this strategy:

<b>HL 1.G</b>	2019	2020	2021	2022	2023	Population Total
Allocated <b>Veterans</b>	\$400,000	\$150,000	\$50,000	\$50,000	\$50,000	\$700,000
Proceeds						
Allocated <b>Seniors</b>	-	\$150,000	\$100,000	\$100,000	\$100,000	\$450,000
Proceeds						
Allocated <b>Vulnerable Populations</b>	\$825,000	\$300,000	\$375,000	\$375,000	\$375,000	\$2,250,000
Proceeds						
<b>Annual Total</b>	\$1,225,000	\$600,000	\$525,000	\$525,000	\$525,000	<b>Program Total (Entire I.P.)</b> \$3,400,000

**HL 1.H Geriatric Regional Assessment Team (GRAT) 2.0**

**Concept:** This program will combine funds with King County’s Mental Illness and Drug Dependency (MIDD) sales tax to enhance the former Geriatric Regional Assessment Team (GRAT) or a similar response service to provide assistance to seniors and their caregivers in responding to a senior’s behavioral health condition or conditions. The program will be implemented by an entity or entities who respond to a procurement process administered by the King County Department of Community and Human Services. This program seeks to provide a home-visiting team or behavioral health and human services intervention experts who can appropriately assess and connect seniors to crisis response or general human services in order to prevent inappropriate or avoidable institutionalization and/or harm to seniors or others.

At the time of this plan’s drafting, GRAT services are not currently available in King County although community feedback indicates strong support to reinstitute the program. An eligible program concept for this program would be for MIDD and the VSHSL to bundle funding and seek a contracted community-based provider who can integrate behavioral health crisis response services funded by MIDD with non-crisis supports and connections to broader senior and caregiver services funded by the VSHSL. This program will build upon the former version of GRAT that provided crisis and non-crisis services to adults over the age of 60 residing in King County. The team consisted of geriatric mental health specialists, chemical dependency professionals, licensed mental health counselors and social workers, a psychiatric nurse, and a consulting psychiatrist. They worked collaboratively to provide in-home mental, substance abuse, medical, psychosocial and functional assessments.

DCHS shall explore the feasibility of bundling funding to support a new and expanded GRAT that includes funds from this activity. If bundling of funding is not feasible, DCHS shall use the funds allocated within this program to contract with a service provider to provide senior-specific

home visiting services that can reduce the likelihood of seniors experiencing acute behavioral health crises.

**Rationale:** Caregivers for seniors are rarely equipped to respond to a developing behavioral health crisis, and the ability to seek home-based assistance and connection to additional resources can support seniors and their caregivers.

**Timeline:** This program will begin operating as soon as 2019 and then continue operations every year through expiration of the VSHSL in 2023.

**Allocation:** The following table describes the estimated allocation of VSHSL proceeds for this strategy:

<b>HL 1.H</b>	2019	2020	2021	2022	2023	Population Total
Allocated						
<b>Veterans</b>	-	-	-	-	-	\$0
Proceeds						
Allocated						
<b>Seniors</b>	\$200,000	\$205,000	\$395,000	\$400,000	\$400,000	\$1,600,000
Proceeds						
Allocated						
<b>Vulnerable Populations</b>	-	-	-	-	-	\$0
Proceeds						
<b>Annual Total</b>	\$200,000	\$205,000	\$395,000	\$400,000	\$400,000	<b>Program Total (Entire I.P.)</b> \$1,600,000

## **HL 2** Provide Care in the Community

A comprehensive continuum of health-promoting strategies and programs begins in homes and communities in addition to medical facilities. Programs in this strategy recognize that the ability to receive community-based preventative or ongoing interventions can complement more intensive services and can help reduce the likelihood of needing later, higher cost care.

**To what community-level change does this strategy contribute?** The programs in this strategy contribute to the community-level effort to increase life expectancy for seniors and to the community-level effort to reduce place- and race/ethnicity-based life expectancy discrepancies among seniors.

**HL 2.A Evidence-Based Senior Health Promotion**

**Concept:** This program will fund services through an entity or entities to support access to evidence-based healthy aging programs in King County, including clinical evaluations that address health or medical issues that may contribute to falls. Among the services funded by this program shall be evidence-based approaches to reduce the incidence or severity of falls for seniors, including seniors who experience vision impairment or vision loss.

**Rationale:** More than 78 percent of older adults in King County have one or more chronic conditions - such as diabetes, arthritis, or hypertension. Significant disparities exist in the prevalence of these conditions based on race, ethnicity and geography. 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. Numerous studies illustrate that chronic disease self-management programs result in significant, measurable improvement in health and quality of life of people with chronic conditions; that tailored exercise programs can reduce the rate of falls; and that both can result in significant cost savings. Yet, these types of evidence-based program approaches are not widely or regularly funded within King County. This program will capitalize on already-proven techniques and programs to increase the ability of seniors in King County to age healthily.

**Timeline:** This program will begin operating in 2020 and continue through the levy's expiration in 2023.

**Allocation:** The following table describes the estimated allocation of VSHSL proceeds for this strategy:

<b>HL 2.A</b>	2019	2020	2021	2022	2023	Population Total
Allocated <b>Veterans</b>	-	-	-	-	-	\$0
Proceeds						
Allocated <b>Seniors</b>	-	\$1,700,000	\$1,700,000	\$1,750,000	\$1,750,000	\$6,900,000
Proceeds						
Allocated <b>Vulnerable Populations</b>	-	-	-	-	-	\$0
Proceeds						
<b>Annual Total</b>	\$0	\$1,700,000	\$1,700,000	\$1,750,000	\$1,750,000	<b>Program Total (Entire I.P.)</b> \$6,900,000

**HL 2.B Housing Health Outreach Team**

**Concept:** This program will continue funding for the Public Health—Seattle & King County-administered Housing Health Outreach Team. In addition to continuing the former VHSL’s support of the Housing Health Outreach Team (HHOT), this program includes a substantial increase in VSHSL seniors funding to fund additional HHOT capacity that will primarily serve seniors in affordable housing across King County. HHOT teams of nurses and behavioral health and other health care professionals who provide care where patients live, 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 teams support the ability of seniors and vulnerable populations to remain healthy, avoid more costly emergency room visits, succeed in maintaining affordable housing, and connect to broader social and service networks. In-home services are also important means of reaching culturally, linguistically, or physically isolated or home-bound seniors who may not otherwise seek preventative care due to concerns about transportation or accessibility.

**Timeline:** This program will operate every year from 2019 through 2023.

**Allocation:** The following table describes the estimated allocation of VSHSL proceeds for this strategy:

<b>HL 2.B</b>	2019	2020	2021	2022	2023	Population Total
Allocated <b>Veterans</b>	-	-	-	-	-	\$0
Proceeds						
Allocated <b>Seniors</b>	\$900,000	\$905,000	\$910,000	\$935,000	\$955,000	\$4,605,000
Proceeds						
Allocated <b>Vulnerable Populations</b>	\$365,000	\$365,000	\$365,000	\$365,000	\$365,000	\$1,825,000
Proceeds						
<b>Annual Total</b>	\$1,265,000	\$1,270,000	\$1,275,000	\$1,300,000	\$1,320,000	<b>Program Total (Entire I.P.)</b> \$6,430,000

**HL 2.C Mobile Meal Delivery for Seniors**

**Concept:** This program will fund an entity or entities to supplement existing programs that provide mobile meal delivery or other nutrition services for low-income seniors in King County. In addition to senior meal delivery services, eligible program uses may include support for food banks or farmer’s markets programs that provide meals to seniors.

**Rationale:** Food insecurity is a rising challenge for low-income seniors. National data indicate that more than 40 percent of seniors skip or eat smaller or less nutritious meals due to lack of money. Existing programs to address this challenge are not keeping up with demand. This program will contribute to existing mobile meal service capacity or to other senior nutrition services to ensure that more seniors in King County have access to nutritious food and social connection made possible through meal delivery or other nutrition services.

**Timeline:** This program will begin operating in 2020 and continue every year through 2023.

**Allocation:** The following table describes the estimated allocation of VSHSL proceeds for this strategy:

<b>HL 2.C</b>	2019	2020	2021	2022	2023	Population Total
Allocated						
<b>Veterans</b>	-	-	-	-	-	\$0
Proceeds						
Allocated						
<b>Seniors</b>	-	\$400,000	\$400,000	\$400,000	\$400,000	\$1,600,000
Proceeds						
Allocated						
<b>Vulnerable Populations</b>	-	-	-	-	-	\$0
Proceeds						
<b>Annual Total</b>	\$0	\$400,000	\$400,000	\$400,000	\$400,000	<b>Program Total (Entire I.P.)</b> \$1,600,000

**HL 2.D Connections to In-Home Care**

**Concept:** This program provides funding to an entity or entities that can help seniors and persons with disabilities connect with potential in-home caregivers so that seniors and persons with disabilities can receive routine, ongoing care in their homes rather than seeking more disruptive or costly provision of basic care through emergency medical services or in

institutions. This program will allow funding to support connections to paid or unpaid caregivers, but funding from this program shall not be used to pay for the provision of care itself.

**Rationale:** Isolated or homebound seniors and persons with disabilities do not always have access to unpaid family caregivers. Even for those who do have access to support from regular family caregivers, access to occasional alternate sources of caregiving can provide essential respite to primary caregivers. Unfortunately, the very conditions that cause isolation for seniors, persons with disabilities and their caregivers in the first place also conspire to make it difficult to find temporary, short-term or alternate caregiving options.

**Timeline:** This program will operate every year from 2019 through 2023.

**Allocation:** The following table describes the estimated allocation of VSHSL proceeds for this strategy:

HL 2.D	2019	2020	2021	2022	2023	Population Total
Allocated						
<b>Veterans</b>	-	-	-	-	-	\$0
Proceeds						
Allocated						
<b>Seniors</b>	\$400,000	\$400,000	\$450,000	\$450,000	\$450,000	\$2,150,000
Proceeds						
Allocated						
<b>Vulnerable Populations</b>	-	-	-	-	-	\$0
Proceeds						
<b>Annual Total</b>	\$400,000	\$400,000	\$450,000	\$450,000	\$450,000	<b>Program Total (Entire I.P.)</b> \$2,150,000

### HL 3 Prevent Abuse, Assault and Violence

This strategy contains programs that provide primary prevention or deterrence of abuse for survivors of sexual assault, domestic violence, commercial sexual exploitation and elder abuse, which includes financial exploitation, neglect, and physical and sexual abuse and assault.

**To what community-level change does this strategy contribute?** The three programs in this strategy contribute to the community-level goal of reducing the number of veterans, vulnerable persons and seniors who are survivors or victims of gun violence, physical abuse or assault, financial abuse, emotional abuse or gender-based violence.

### HL 3.A Countywide Sexual Assault, Domestic Violence and Commercial Sexual Exploitation Prevention Pilot

**Concept:** This program will fund an entity or entities to envision, plan and execute a countywide initiative to prevent domestic violence, sexual assault, commercial sexual exploitation and other forms of gender-based violence.

King County will administer this program in two phases. First, King County will award funds for a collaborative, community-based planning and design process for a period of up to 18 months, the result of which will be a plan for the initiative. Second, King County will award funds to execute the initiative for a three-year period.

**Rationale:** King County's investments for survivors of domestic violence, sexual assault and sexual exploitation focus on crisis and short- to medium-term responses for survivors. While survivor services remain essential, they do not address the root causes of gender-based violence.

Primary prevention efforts are focused 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. They are grounded in the understanding that gender-based violence will end when individuals, institutions and communities all act to make it unacceptable. All persons benefit from the support of their peers, families, communities and institutions to have healthy relationships. Therefore, it is vital that violence prevention efforts work to address each level of the social ecology. For example, work with middle school students to reduce dating violence also needs to include parent/family involvement as well as teacher involvement, and must address policy, environment and other systemic issues across the school.

Research indicates that there are risk and protective factors at each level of the social ecology. Risk factors increase the likelihood that someone will perpetrate sexual assault, while protective factors decrease that likelihood.<sup>35</sup> Prevention efforts should work to both bolster protective factors and reduce risk factors, and engage at each level of the social ecology, simultaneously. Within any given community, prevention efforts should address these risk and protective factors many times, using varied strategies, across each level.

No individual entity in King County has to-date had the resources needed to effectively implement and maintain a program of sufficient breadth and intensity to make meaningful, long-term change in prevention of gender-based violence. This program will seek unified effort from King County's network of domestic and sexual violence programs to develop and implement in-depth, multi-level, coordinated prevention and community engagement strategies tailored to geographically and culturally diverse communities across King County. A comprehensive and sustainable response to gender-based violence requires a combination of community

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<sup>35</sup> Centers for Disease Control and Prevention, [The Social-Ecological Model: A Framework for Prevention](#), Dalhburg & Krug 2002.

engagement and prevention efforts, in addition to crisis and response services. This program will ensure that King County investments begin to include a focus on both prevention and crisis response.

**Timeline:** Proceeds allocated under this program in 2019 and 2020 will provide limited funding for a planning effort. In 2021 through 2023, full funding will be available to execute a countywide plan.

**Allocation:** The following table describes the estimated allocation of VSHSL proceeds for this strategy:

HL 3.A	2019	2020	2021	2022	2023	Population Total
Allocated <b>Veterans</b>	-	-	-	-	-	\$0
Proceeds						
Allocated <b>Seniors</b>	-	-	-	-	-	\$0
Proceeds						
Allocated <b>Vulnerable Populations</b>	\$30,000	\$70,000	\$900,000	\$975,000	\$1,000,000	\$2,975,000
Proceeds						
<b>Annual Total</b>	\$30,000	\$70,000	\$900,000	\$975,000	\$1,000,000	<b>Program Total (Entire I.P.)</b> \$2,975,000

**HL 3.B Elder Abuse Multi-Disciplinary Team**

**Concept:** This program will provide VSHSL seniors proceeds to the King County Prosecuting Attorney’s Office (PAO) for the PAO to implement the Elder Abuse Multi-Disciplinary Team (MDT). The MDT is an emerging national model for responding to elder abuse by bringing together into a multidisciplinary team a forensic financial accountant, a victim advocate, dedicated prosecutors and paralegals, an Adult Protective Services Prosecutor, a detective, a consulting geriatrician, a cognitive capacity evaluator, and a case manager from the Area Agency on Aging. This program will support the PAO’s participation in King County’s Elder Abuse MDT.

**Rationale:** Growth in King County’s population of seniors is accompanied by increases in financial exploitation, neglect, and physical and sexual abuse of seniors. King County’s law enforcement agencies, Adult Protective Services and the PAO are seeing dramatic increases in the number of cases referred to them each year. Due to the complexity of these cases, early collaboration between the many agencies involved in a case is essential.

**Timeline:** This program will begin by providing partial funding in 2019 and then begin full funding in 2020 through the levy’s expiration in 2023.

**Allocation:** The following table describes the estimated allocation of VSHSL proceeds for this strategy:

HL 3.B	2019	2020	2021	2022	2023	Population Total
Allocated						
<b>Veterans</b>	-	-	-	-	-	\$0
Proceeds						
Allocated						
<b>Seniors</b>	\$335,000	\$335,000	\$335,000	\$341,000	\$347,000	\$1,693,000
Proceeds						
Allocated						
<b>Vulnerable Populations</b>	-	-	-	-	-	\$0
Proceeds						
<b>Annual Total</b>	\$335,000	\$335,000	\$335,000	\$341,000	\$347,000	<b>Program Total (Entire I.P.)</b> \$1,693,000

**HL 3.C Support Community Strategies to Address Gun Violence**

**Concept:** This program may directly fund or may consolidate VSHSL funds with similarly purposed funds from other sources to support entities, including King County government agencies, offices or contractors working on strategies to address gun violence among the VSHSL’s three targeted populations. Examples of eligible services may be those that seek to prevent or reduce gun violence, provide supports to those impacted by gun violence, and enhance health and safety in the community related to guns and firearms.

**Rationale:** Firearms are the third leading cause of injury-related death in Washington State, killing approximately 625 Washington residents each year between 2009 and 2013. The health of communities will be improved by work seeking to prevent and reduce gun violence as well as work that supports individuals who are impacted by such violence.

**Timeline:** This program may operate every year from 2019 through 2023. Should uncommitted VSHSL proceeds, allocated pursuant to Section 4.B. of Ordinance 18555, become available, in accordance with the provisions of this implementation plan governing reallocation of unspent or uncommitted funds, DCHS or VSHSL staff shall consider recommending funding for this program.

## HL 4 Nurture Families

As King County's first voter-approved human services levy, the original VHSL included in its investments strategies to provide services for young children and their families. This plan continues those investments. The Department of Community and Human Services, which also oversees the voter-approved Best Starts for Kids Levy, will ensure that proceeds allocated under this strategy are closely coordinated with investments from Best Starts for Kids. Examples of close coordination required by this plan may include combined contracting and contract monitoring of proceeds allocated under this levy and consolidating reporting of programs within this strategy with their counterpart investments from Best Starts for Kids.

**To what community-level change does this strategy contribute?** This strategy contributes to the community-level effort to improve the health and well-being of King County residents by investing in promotion, prevention and early intervention for children, youth, families and communities (adapted from Best Starts for Kids).

### HL 4.A Nurse Family Partnership

**Concept:** This program continues the former VHSL's support for the Nurse Family Partnership (NFP) program, a nurse home visiting program that is a proven early intervention with young, first-time pregnant mothers and parents. The program is implemented by Public Health—Seattle & King County.

**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.

**Timeline:** This program will operate every year from 2019 through 2023.

**Allocation:** The following table describes the estimated allocation of VSHSL proceeds for this strategy:

HL 4.A	2019	2020	2021	2022	2023	Population Total
Allocated <b>Veterans</b>	-	-	-	-	-	\$0
Proceeds						
Allocated <b>Seniors</b>	-	-	-	-	-	\$0
Proceeds						
Allocated <b>Vulnerable Populations</b>	\$550,000	\$566,000	\$582,000	\$599,000	\$616,000	\$2,913,000
Proceeds						
<b>Annual Total</b>	\$550,000	\$566,000	\$582,000	\$599,000	\$616,000	<b>Program Total (Entire I.P.)</b> \$2,913,000

**HL 4.B Healthy Start**

**Concept:** This program, also continued from the former VHSL, uses the evidence-based Parents as Teachers. It measures key indicators of healthy parenting and child development. The program is implemented by Public Health—Seattle & King County.

**Rationale:** Evaluation consistently shows high levels of achievement for both parents and children under this program. Previous VHSL investments have emphasized geographic expansion of this program, lower caseloads and implementation of a computerized tracking system. This program will continue those enhancements.

**Timeline:** This program will operate every year from 2019 through 2023.

**Allocation:** The following table describes the estimated allocation of VSHSL proceeds for this strategy:

HL 4.B	2019	2020	2021	2022	2023	Population Total
Allocated <b>Veterans</b>	-	-	-	-	-	\$0
Proceeds						
Allocated <b>Seniors</b>	-	-	-	-	-	\$0
Proceeds						
Allocated <b>Vulnerable Populations</b>	\$290,000	\$298,000	\$306,000	\$315,000	\$324,000	\$1,533,000
Proceeds						
<b>Annual Total</b>	\$290,000	\$298,000	\$306,000	\$315,000	\$324,000	<b>Program Total (Entire I.P.) \$1,533,000</b>

**HL 4.C Parent Education and Support**

**Concept:** This program continues the former VHSL’s investments in promising and evidence-based interventions that address the growth and development needs of young children, with a priority on children from birth to three years of age. The program provides training and support for parents and caregivers through programs that include the Promoting First Relationships (PFR) evidence-based model and the Family, Friends and Neighbors Kaleidoscope Play and Learn groups. The program is implemented by Public Health—Seattle & King County.

**Rationale:** Promoting First Relationships 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.

**Timeline:** This program will operate every year from 2019 through 2023.

**Allocation:** The following table describes the estimated allocation of VSHSL proceeds for this strategy:

<b>HL 4.C</b>	2019	2020	2021	2022	2023	Population Total
Allocated <b>Veterans</b>	-	-	-	-	-	\$0
Proceeds						
Allocated <b>Seniors</b>	-	-	-	-	-	\$0
Proceeds						
Allocated <b>Vulnerable Populations</b>	\$240,000	\$244,000	\$248,000	\$252,000	\$256,000	\$1,240,000
Proceeds						
<b>Annual Total</b>	\$240,000	\$244,000	\$248,000	\$252,000	\$256,000	<b>Program Total (Entire I.P.) \$1,240,000</b>

## Service System Access and Improvement

Participants in community engagement events and surveys during VSHSL development consistently identified issues of human services system access and system design among their most pressing concerns. Veterans expressed difficulty navigating a complex set of benefits and programs. Residents of rural communities – often including seniors, veterans and persons with disabilities – repeatedly voiced difficulties in finding transportation to access services in urban areas. Communities and persons who communicate most effectively in languages other than English report how language barriers often become barriers to seeking essential services.

All of these participants identified shortcomings that have to do with difficulty getting to where services are, insufficient opportunities for mobile services to come into communities, difficulty making sense of a complex service system, and a desire to have a single point of contact for thorough information about what veterans, seniors and human services are available. Responding to these needs, this plan includes the following strategies and programs to promote the ability of veterans, seniors and vulnerable populations to access the human services system and to improve the ability of these services to systematize and engage in continuous improvement.

### VSHSL Strategies to Promote SERVICE SYSTEM ACCESS AND IMPROVEMENT

#### SS 1 Pathfinders: Find, Stabilize and Connect

- SS 1.A Pathfinder Coordination and Training
- SS 1.B Women and Transgender Veterans
- SS 1.C Veterans of Color
- SS 1.D Veteran and Military Families
- SS 1.E Native American Veterans
- SS 1.F Persons Experiencing Unsheltered Homelessness

#### SS 2 Extend the Network

- SS 2.A Mobile Medical Outreach
- SS 2.B Countywide Information and Referral
- SS 2.C Consolidated Domestic Violence Hotline
- SS 2.D Remote Access from Rural Food Banks Pilot

#### SS 3 Provide Specialized Case Management and Advocacy

- SS 3.A Countywide CSE Survivor Case Management Collaborative
- SS 3.B Survivor-Centered Mobile Advocacy for Survivors of Sexual Assault and Domestic Violence
- SS 3.C System Navigation for Persons with Disabilities and their Caregivers



**SS 3.D Cultural Navigator**  
**SS 3.E Support Systems Access for King County Residents who are Immigrants or Refugees**  
**SS 3.F Homeless Youth and Young Adults Prevention and Crisis Services**

**SS 4 Cultivate an Effective Levy Community**

**SS 4.A Veterans Training Support Center**  
**SS 4.B Levy Core Competency Training**  
**SS 4.C Countywide Nonprofit Wage Survey**  
**SS 4.D Translate Levy Provider Materials and Interpreter Services**

**SS 1 Pathfinders: Find, Stabilize and Connect**

The VSHSL will continue the former VHSL's tradition of robust funding for programs to seek out persons who will benefit from supportive services and to connect them to programs that can promote housing stability, financial stability, social engagement and healthy living. Programs funded under this strategy will find King County residents who will benefit from services, offer a standardized set of quick-effect stabilization interventions, and then connect the residents with a service hub, information or follow-on services. For veterans, that service hub will be the King County Veterans Program or another veteran-specific entity like a Veterans Service Organization, the federal VA or the Washington Department of Veterans Affairs. For seniors, that service hub will be a VSHSL-funded senior center or another service entity to meet a particular housing, health, financial or social engagement need. For vulnerable populations, that service hub may be a VSHSL-funded case management or referral service.

Although the majority of pathfinder programs contained within this strategy are not limited to serving veterans experiencing homelessness, homeless veterans are likely to be among the persons served by every program in this strategy. For veterans experiencing homelessness, pathfinder programs contained within this strategy will form part of a system that will connect veterans to a housing assessment and then housing services performed by this plan's Strategy HS 4: Navigating Homeless Veterans to Housing.

Drawing upon the VSHSL's heritage as a nation-leading source of local support for military veterans and their families, this strategy's name refers to elite groups of military servicemembers from the U.S. Army. Pathfinders head out into new territory ahead of larger military units to identify and clear footholds through which larger units can follow to accomplish their mission. Similarly, programs funded by this strategy will be frontline points of connection that make the initial contacts and relationships through which additional VSHSL-funded programs can then layer-on to provide systemic responses that support housing stability, financial stability, social engagement, healthy living, and service system access.

While most of this strategies programs focus on specialized groups of veterans, servicemembers, and their families, program SS 1.F will fund pathfinder services for all VSHSL priority populations and program SS 1.A will fund coordination and training services for both veteran pathfinders and vulnerable population pathfinders.

**To what community-level change does this strategy contribute?** 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.

### SS 1.A Pathfinder Coordination and Training

**Concept:** This program will fund an entity or entities to train and coordinate VSHSL-funded pathfinders as well as similar outreach teams from non-levy-funded entities. Training will focus on establishing and then maintaining training on a standard list of quick-effect stabilization interventions like administering a homelessness assessment, providing referrals to other VSHSL-funded services and hubs, or assisting in health insurance enrollment or initial applications for food assistance. Coordination will focus on ensuring that the system of Pathfinders are providing services Countywide and in patterns and fashions that incorporate up-to-date data about concentrations and characteristics of residents in need of outreach services. This is a new program with no equivalent in the former VHSL.

**Rationale:** An increase in resources for pathfinder services and examination of the overall level of County investment in outreach suggest that an investment in coordination and training of those resources is appropriate. Various entities have filled the function of a veterans outreach coordination on short term bases over the last four years, suggesting that service providers also recognize the opportunity to increase systemization and impact for outreach services.

**Timeline:** This program's veterans funding will begin in 2019 and continue every year through the VSHSL's expiration. This programs vulnerable populations funding will begin in 2020 and continue every year through the VSHSL's expiration.

**Allocation:** The following table describes the estimated allocation of VSHSL proceeds for this strategy:

SS 1.A	2019	2020	2021	2022	2023	Population Total
Allocated						
<b>Veterans</b>	\$150,000	\$153,000	\$156,000	\$159,000	\$162,000	\$780,000
Proceeds						
Allocated						
<b>Seniors</b>	-	-	-	-	-	\$0
Proceeds						
Allocated						
<b>Vulnerable Populations</b>	-	\$150,000	\$152,000	\$156,000	\$159,000	\$617,000
Proceeds						
<b>Annual Total</b>	\$150,000	\$303,000	\$308,000	\$315,000	\$321,000	<b>Program Total (Entire I.P.)</b> \$1,397,000

**SS 1.B Women and Transgender<sup>36</sup> Veterans**

**Concept:** This program will fund an entity or entities to seek out and specialize in serving women and transgender veterans in King County. This program continues an approach from the former VHSL.

**Rationale:** Women make up a growing percentage of military servicemembers and veterans. While women veterans share many strengths and challenges with other veterans, many women veterans may be more effectively served with specialized services. King County’s programs for veterans have not historically reached women veterans at the rates that women participate in military service, and this program will allow King County to support entities that can improve rates of contact and support for women veterans.

Services for women veterans must also acknowledge and respond to the unacceptably high rates of rape, sexual assault and trauma which too many women experience during their military service. Reports of sexual assault in the military have risen by approximately 88% between 2007 (2,688 reports) and 2013 (5,061 reports; Department of Defense, 2011, 2014). However, the Department of Defense has also acknowledged that less than 15% of military sexual assault victims report the matter to a military authority (Department of Defense, 2013). A recent review of research on military sexual trauma (MST) indicated that between 9.5% and

<sup>36</sup> The term transgender is intended to be broad and inclusive in recognition of the fact that many gender non-conforming individuals and individuals whose gender identity differs from their assigned sex may identify differently. Rather than list the panoply of terms that individuals may use to self-identify, including terms such as genderqueer or non-binary, bigender or pangender, transgender here is used as an umbrella term that intends to include those who may identify differently but who may face challenges in knowing about, accessing, and connecting to services due to their gender identity or expression.

33% of women report experiencing an attempted or completed rape during military service. When examining MST, including all forms of assault and harassment, between 22% and 84% of women report having these experiences during service (Turchik & Wilson, 2010). This program will ensure that women veterans can receive pathfinding that honors their military service while tailoring approaches to account for their experiences.

Transgender individuals, who are also military servicemembers and veterans, may also face challenges knowing about, accessing and connecting to services, particularly services tailored to their specific needs and experiences.

**Timeline:** This program will operate every year from 2019 through the expiration of the VSHSL in 2023.

**Allocation:** The following table describes the estimated allocation of VSHSL proceeds for this strategy:

<b>SS 1.B</b>	2019	2020	2021	2022	2023	Population Total
Allocated <b>Veterans</b>	\$225,000	\$229,000	\$233,000	\$237,000	\$241,000	\$1,165,000
Proceeds						
Allocated <b>Seniors</b>	-	-	-	-	-	\$0
Proceeds						
Allocated <b>Vulnerable Populations</b>	-	-	-	-	-	\$0
Proceeds						
<b>Annual Total</b>	\$225,000	\$229,000	\$233,000	\$237,000	\$241,000	<b>Program Total (Entire I.P.)</b> \$1,165,000

**SS 1.C Veterans of Color**

**Concept:** This program will fund an entity or entities to seek out and specialize in serving veterans of color in King County. This program continues an approach from the former VHSL.

**Rationale:** Veterans of color are disproportionately represented among veterans overall in poverty and veterans experiencing homelessness. A comprehensive approach to identifying and serving low-income and homeless veterans in King County requires specific efforts to fund entities with the cultural specialization and community credibility. This would enable the County to reach the full diversity of the veteran population, with a particular focus on segments of the veteran population whose racial or ethnic background may exacerbate risk of instability because of bias, racism and prejudice.

**Timeline:** This program will operate every year from 2019 through the VSHSL’s expiration in 2023.

**Allocation:** The following table describes the estimated allocation of VSHSL proceeds for this strategy:

<b>SS 1.C</b>	2019	2020	2021	2022	2023	Population Total
Allocated <b>Veterans</b>	\$360,000	\$366,000	\$372,000	\$378,000	\$384,000	\$1,860,000
Proceeds						
Allocated <b>Seniors</b>	-	-	-	-	-	\$0
Proceeds						
Allocated <b>Vulnerable Populations</b>	-	-	-	-	-	\$0
Proceeds						
<b>Annual Total</b>	\$360,000	\$366,000	\$372,000	\$378,000	\$384,000	<b>Program Total (Entire I.P.) \$1,860,000</b>

**SS 1.D Veteran and Military Families**

**Concept:** This program will fund an entity or entities to identify families of veterans and military servicemembers in King County and connect them to County, state, federal and nonprofit resources and services that improve social connection, housing stability, financial stability, health and service system access.

**Rationale:** Military service is a family affair. Spouses and children bear incredible burdens when servicemembers with families deploy. Redeployment and veterans’ reintegration with families can also be as difficult as they are important. This program recognizes the important role that families play—and the support that they deserve.

**Timeline:** This program will operate in every year from 2019 through levy expiration in 2023.

**Allocation:** The following table describes the estimated allocation of VSHSL proceeds for this strategy:

SS 1.D	2019	2020	2021	2022	2023	Population Total
Allocated						
<b>Veterans</b>	\$175,000	\$179,000	\$183,000	\$187,000	\$191,000	\$915,000
Proceeds						
Allocated						
<b>Seniors</b>	-	-	-	-	-	\$0
Proceeds						
Allocated						
<b>Vulnerable Populations</b>	-	-	-	-	-	\$0
Proceeds						
<b>Annual Total</b>	\$175,000	\$179,000	\$183,000	\$187,000	\$191,000	<b>Program Total (Entire I.P.) \$915,000</b>

**SS 1.E Native American Veterans**

**Concept:** This program will fund one or more tribes or community-based organizations to identify Native American veterans and their families in King County and connect them to County, state, federal and nonprofit resources and services that improve social connection, housing stability, financial stability, health and service system access.

**Rationale:** Native Americans participate in military service at higher rates than any other racial or ethnic group. Native American veterans are also too often isolated from broader systems that serve veterans and their families. This program recognizes and honors Native Americans as members of our community and seeks to connect them to supports when needed.

**Timeline:** This program operates every year from 2019 through 2023.

**Allocation:** The following table describes the estimated allocation of VSHSL proceeds for this strategy:

SS 1.E	2019	2020	2021	2022	2023	Population Total
Allocated						
<b>Veterans</b>	\$200,000	\$204,000	\$208,000	\$212,000	\$216,000	\$1,040,000
Proceeds						
Allocated						
<b>Seniors</b>	-	-	-	-	-	\$0
Proceeds						
Allocated						
<b>Vulnerable Populations</b>	-	-	-	-	-	\$0
Proceeds						
<b>Annual Total</b>	\$200,000	\$204,000	\$208,000	\$212,000	\$216,000	<b>Program Total (Entire I.P.)</b> \$1,040,000

**SS 1.F Persons Experiencing Unsheltered Homelessness**

**Concept:** This program will fund an entity or entities to find, stabilize and connect persons experiencing unsheltered homelessness in King County. This program incorporates and carries forward former VHSL activities 2.1A (Homeless Street Outreach) and 2.1D (South King County Homeless Outreach). This program also incorporates seniors funding and a larger scale of VSHSL funding to build upon former levy approaches and increase Pathfinder capacity to find, stabilize and connect persons experiencing unsheltered homelessness. Entities funded by this program shall include serving homeless persons living in vehicles discovered as a result of pathfinder efforts. Proceeds from this program may also be used to contribute to an incentive pool that would leverage services from other entities to provide stabilization, behavioral and physical health services to persons experiencing or at risk of homelessness.

**Rationale:** Previous programs within this strategy focus on identifying veterans and connecting them to services whether or not the veterans are homeless. This program differs in that it contains funds allocated from all three population-based allocations – the veterans, seniors and vulnerable populations thirds – to perform pathfinding services to any person experiencing homelessness.

**Timeline:** This program will operate in every year from 2019 through 2023.

**Allocation:** The following table describes the estimated allocation of VSHSL proceeds for this strategy:

<b>SS 1.F</b>	2019	2020	2021	2022	2023	Population Total
Allocated <b>Veterans</b>	\$225,000	\$228,000	\$231,000	\$234,000	\$237,000	\$1,155,000
Proceeds						
Allocated <b>Seniors</b>	\$80,000	\$81,000	\$82,000	\$83,000	\$84,000	\$410,000
Proceeds						
Allocated <b>Vulnerable Populations</b>	\$250,000	\$257,000	\$264,000	\$271,000	\$278,000	\$1,320,000
Proceeds						
<b>Annual Total</b>	\$555,000	\$566,000	\$577,000	\$588,000	\$599,000	<b>Program Total (Entire I.P.)</b> \$2,885,000

## **SS 2** Extend the Network

Geography, traffic, limited mobility, limited resources and complex or confusing systems can inhibit an individual's ability to seek and receive the housing, financial, social or health services they need to thrive. This strategy increases access to VSHSL-funded systems by enabling meaningful access through mobile or technology-based access.

**To what community-level change does this strategy contribute?** The programs in this strategy contribute to the community-level effort to promote accessible, efficient and effective human services system regardless of an individual's location or circumstances within King County.

### **SS 2.A** Mobile Medical Outreach

**Concept:** This program funds Public Health—Seattle & King County to operate mobile medical outreach, a program continued from the former VHSL. This plan continues support for the original mobile medical van while also funding the purchase of two new, senior-specific mobile vans, the first to be purchased in 2020 and the second to be purchased in 2022. This plan also provides for the operations of the existing mobile medical van and the two new vans to be purchased through this program. The service model for the senior mobile vans will be developed based on research of like models and with stakeholder input. This model will prioritize services that support other VSHSL-funded seniors investments, such as VSHSL-supported senior centers or senior affordable housing developments.

**Rationale:** Originally funded as a pilot program in the first VHSL, the mobile medical outreach program has been one of the VHSL's most recognized successes. The mobile medical unit has

proven to be effective in addition to being recognized. The new senior-focused mobile van program will provide convenient “one-stop shopping” access to other VSHSL-funded senior services for vulnerable populations and bring needed services to seniors in rural areas of the County who face transportation challenges.

**Timeline:** This program operates in every year of this levy period, with significant new senior funding starting in 2020 and continuing through the expiration of the VSHSL in 2023.

**Allocation:** The following table describes the estimated allocation of VSHSL proceeds for this strategy:

<b>SS 2.A</b>	2019	2020	2021	2022	2023	Population Total
Allocated <b>Veterans</b>	-	-	-	-	-	\$0
Proceeds						
Allocated <b>Seniors</b>	-	\$975,000	\$600,000	\$1,580,000	\$1,200,000	\$4,355,000
Proceeds						
Allocated <b>Vulnerable Populations</b>	\$450,000	\$450,000	\$450,000	\$450,000	\$475,000	\$2,275,000
Proceeds						
<b>Annual Total</b>	\$450,000	\$1,425,000	\$1,050,000	\$2,030,000	\$1,675,000	<b>Program Total (Entire I.P.)</b> \$6,630,000

**SS 2.B Countywide Information and Referral**

**Concept:** This program funds an entity or entities to provide centralized, technology-based information and referral services that can inform a veteran, senior or member of a vulnerable population about services that are potentially available to help the person meet a need and then connect the person to those services.

**Rationale:** Seeking assistance can be complicated by decentralized, fragmented and difficult-to-navigate systems. Veterans, seniors and vulnerable populations should be able to quickly and simply understand options for support to make informed choices about whether and how they can respond to challenges and barriers in their lives. Human services programs can also benefit from connected systems of information and referral that help get the right clients to the right entities in time to provide timely interventions.

**Timeline:** This program will operate every year from 2019 through 2023.

**Allocation:** The following table describes the estimated allocation of VSHSL proceeds for this strategy:

<b>SS 2.B</b>	2019	2020	2021	2022	2023	Population Total
Allocated <b>Veterans</b>	\$100,000	\$100,000	\$160,000	\$160,000	\$170,000	\$690,000
Proceeds						
Allocated <b>Seniors</b>	\$100,000	\$100,000	\$160,000	\$160,000	\$170,000	
Proceeds						
Allocated <b>Vulnerable Populations</b>	\$25,000	\$35,000	\$135,000	\$165,000	\$170,000	
Proceeds						
<b>Annual Total</b>	\$225,000	\$235,000	\$455,000	\$485,000	\$510,000	<b>Program Total (Entire I.P.)</b> \$1,910,000

**SS 2.C Consolidated Domestic Violence Hotline**

**Concept:** This program will fund the creation, operation and staffing by an entity or entities of a Countywide, 24-hour, multi-lingual, multi-modal domestic violence hotline. The hotline will 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 services funded through this program will ensure that survivors of domestic violence from diverse communities across King County can reach an individual who is trained and who has the resources to provide immediate, confidential support and a direct connection to specialized services that can best meet the survivors' needs.

**Rationale:** General human services and housing entities are often insufficiently specialized or trained to meet the needs of survivors seeking services. Entities specializing in domestic violence are trained to meet the unique and diverse needs of survivors, and have the ability and legal authority to protect the confidentiality of survivors’ information. This is critical to shield them from their abusers, and increasingly to protect many survivors from risk of negative immigration consequences for sharing personal information.

King County is home to a strong network of community-based domestic violence programs serving diverse geographic and cultural communities across the County, providing survivors with multiple avenues for accessing services best designed to meet their individual needs. This network lacks a 24-hour, Countywide, multi-lingual, multi-modal (e.g. voice, text, chat) means for survivors of domestic violence to seek help. The existing system can be confusing for

survivors and referring professionals to navigate. Survivors should not need to call multiple entities to seek the combination of housing, health, legal, financial, advocacy and counseling services that they may need to regain safety, health and stability.

By funding the creation and operation of a consolidated, 24-hour, multi-lingual, multi-modal domestic violence hotline, this program will allow survivors in King County to establish initial contact with a service and support system in a time and manner that meets their unique safety, cultural, and linguistic needs. It will also provide the opportunity to conduct a coordinated, Countywide outreach effort to reach survivors across a much broader range of geographic and cultural communities.

**Timeline:** This program operates in every year from 2019 through levy expiration in 2023.

**Allocation:** The following table describes the estimated allocation of VSHSL proceeds for this strategy:

SS 2.C	2019	2020	2021	2022	2023	Population Total
Allocated <b>Veterans</b>	-	-	-	-	-	\$0
Proceeds						
Allocated <b>Seniors</b>	-	-	-	-	-	\$0
Proceeds						
Allocated <b>Vulnerable Populations</b>	\$300,000	\$725,000	\$740,000	\$755,000	\$770,000	\$3,290,000
Proceeds						
<b>Annual Total</b>	\$300,000	\$725,000	\$740,000	\$755,000	\$770,000	<b>Program Total (Entire I.P.)</b> \$3,290,000

**SS 2.D Remote Access from Rural Food Banks Pilot**

**Concept:** This program will fund a pilot program in which selected food banks in rural areas of King County will use technology to facilitate remote access to veterans and human services that may include the King County Veterans Program, VSHSL-funded behavioral health crisis prevention programs and other food banks. Proceeds allocated to this program may also be used to support rural food banks in serving as centralized information and access points for other regional health and human services that benefit vulnerable populations in King County.

**Rationale:** Food banks in any community are important gathering points and potential points of contact for diverse groups of persons whom the VSHSL could help. Food banks in rural

communities can become especially important central points, particularly if there are no other service locations that are readily accessible.

**Timeline:** This plan allocates proceeds to operate the pilot program in 2021, 2022 and 2023. Should uncommitted VSHSL proceeds become available before 2021, this pilot program may sooner begin operation using reallocated VSHSL proceeds in accordance with the process for reallocation of uncommitted proceeds described later in this plan.

**Allocation:** The following table describes the estimated allocation of VSHSL proceeds for this strategy:

<b>SS 2.D</b>	2019	2020	2021	2022	2023	Population Total
Allocated <b>Veterans</b> Proceeds	-	-	-	-	-	\$0
Allocated <b>Seniors</b> Proceeds	-	-	-	-	-	\$0
Allocated <b>Vulnerable Populations</b> Proceeds	-	-	\$120,000	\$400,000	\$400,000	\$920,000
<b>Annual Total</b>	\$0	\$0	\$120,000	\$400,000	\$400,000	<b>Program Total (Entire I.P.)</b> \$920,000

### **SS 3** Provide Specialized Case Management and Advocacy

Some circumstances make it especially difficult to seek and receive help and assistance from a too-often complex human services system. This strategy funds programs that recognize the value of having an advocate or case manager invest in understanding individuals' circumstances to help them get the assistance they need.

**To what community-level change does this strategy contribute?** The programs in this strategy contribute to the community-level effort to promote accessible, efficient and effective human services system regardless of persons' location or circumstances within King County.

#### **SS 3.A** Countywide Commercial Sexual Exploitation (CSE) Case Management Collaborative

**Concept:** The program would fund an entity or entities to establish a Countywide collaborative service model for adult survivors of CSE, including victim/survivor identification, immediate response and long-term support. Efforts will target four key areas of need experienced by victim/survivors of CSE. These are substance use treatment, housing stability, employment and assessment, and treatment for complex trauma, PTSD and other mental health diagnoses.

**Rationale:** A clear majority of CSE victims are people of color, economically disadvantaged, were first trafficked between the ages of 12-14 years, and continue to be exploited into adulthood. Case management for these victims is a pressing need because it provides direct support and access to services to facilitate exit and recovery. Because of the broad scope of the problem, an effective response to CSE requires an integrated, systematic response across King County.

**Timeline:** This program will operate in 2019 through 2023.

**Allocation:** The following table describes the estimated allocation of VSHSL proceeds for this strategy: :

<b>SS 3.A</b>	2019	2020	2021	2022	2023	Population Total
Allocated <b>Veterans</b>	-	-	-	-	-	\$0
Proceeds						
Allocated <b>Seniors</b>	-	-	-	-	-	\$0
Proceeds						
Allocated <b>Vulnerable Populations</b>	\$340,000	\$345,000	\$360,000	\$370,000	\$380,000	\$1,795,000
Proceeds						
<b>Annual Total</b>	\$340,000	\$345,000	\$360,000	\$370,000	\$380,000	<b>Program Total (Entire I.P.)</b> \$1,795,000

**SS 3.B Survivor-Centered Mobile Advocacy for Survivors of Sexual Assault and Domestic Violence**

**Concept:** This program will fund community-based organizations and/or tribes in King County to create and operate a network of advocates (specialized counselor/case managers) with the flexibility, training and resources to reach more and more diverse survivors, meet them where they are geographically and culturally, and provide the tailored combination of services and resources to help them improve their safety, health and stability. Awards of funds for this program will be made through a process administered by King County to fund contracted community-based organizations or tribes.

This program will fund advocates (specialized counselor/case managers), equipped with flexible emergency financial assistance, working in community-based organizations or tribes. Eligible entities must specialize in serving persons who have experienced sexual assault, domestic violence and/or commercial sexual exploitation. Advocates (specialized counselor/case managers) funded by this program will serve survivors throughout King County and will identify clients through a combination of outreach, referral and self-referral. Eligible uses of funds administered under this program shall include the employment and training of advocates; organizational costs such as data generation, outreach and supervision; and the provision of flexible emergency financial assistance, to provide survivors with the services and resources they need to improve their safety, health, financial, emotional and housing stability.

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 professionals known as “case managers” in other fields provide. This model of “advocacy” is an evidence-based practice for services for survivors of sexual and domestic violence.

**Rationale:** Survivors of domestic violence and sexual assault are best served by entities the staff of which are trained in, familiar with, and are providing the most current and most effective approaches, practices, resources and networks needed to identify, gain trust and effectively serve survivors. Survivors are often at risk of ongoing or future harm, requiring advocates to provide quick responses and completely confidential services that are distinct from more generalized human and housing services. The cultural and linguistic diversity of our community also require advocates to employ culturally-informed practices and approaches that may vary considerably depending on the community from which a survivor seeks services. The needs of individual survivors vary considerably, requiring unique, individualized combinations of housing, health, legal, financial and emotional supports. Failure to address these requirements for specialization, confidentiality, diversity and flexibility can erect barriers that exacerbate the existing societal conditions that prevent too many survivors from seeking assistance after they experience sexual or domestic violence. This program will enhance the ability of King County’s network of survivor advocates to meet the needs of survivors across King County.

**Timeline:** This program’s allocations begin in 2019 and continue through 2023. Funding amounts increase substantially in 2020 and then again in 2022, years in which DCHS may hold additional procurement processes to contract funds with additional entities.

**Allocation:** The following table describes the estimated allocation of VSHSL proceeds for this strategy:

<b>SS 3.B</b>	2019	2020	2021	2022	2023	Population Total
Allocated <b>Veterans</b>	\$30,000	\$35,000	\$55,000	\$250,000	\$300,000	\$670,000
Proceeds						
Allocated <b>Seniors</b>	-	-	-	-	-	\$0
Proceeds						
Allocated <b>Vulnerable Populations</b>	\$375,000	\$770,000	\$770,000	\$1,700,000	\$1,750,000	\$5,365,000
Proceeds						
<b>Annual Total</b>	\$405,000	\$805,000	\$825,000	\$1,950,000	\$2,050,000	<b>Program Total (Entire I.P.)</b> \$6,035,000

**SS 3.C System Navigation for Persons with Disabilities and Their Caregivers**

**Concept:** This program will fund an entity or entities to provide system navigation and community building for low-income persons with disabilities and their caregivers.

**Rationale:** Persons with disabilities and their caregivers face particular challenges when attempting to navigate complex human and housing services systems. Persons with disabilities themselves may be supported in self-advocacy with focused assistance in navigating service systems. Caregivers can benefit from specialized system navigation assistance from persons who have similar lived experiences.

**Timeline:** This program will begin funding in 2020 and continue through the VSHSL’s expiration in 2023.

**Allocation:** The following table describes the estimated allocation of VSHSL proceeds for this strategy:

<b>SS 3.C</b>	2019	2020	2021	2022	2023	Population Total
Allocated						
<b>Veterans</b>	-	-	-	-	-	\$0
Proceeds						
Allocated						
<b>Seniors</b>	-	-	-	-	-	\$0
Proceeds						
Allocated						
<b>Vulnerable Populations</b>	-	\$200,000	\$277,000	\$279,000	\$281,000	\$1,037,000
Proceeds						
<b>Annual Total</b>	\$0	\$200,000	\$277,000	\$279,000	\$281,000	<b>Program Total (Entire I.P.)</b> \$1,037,000

**SS 3.D Cultural Navigator**

**Concept:** This program continues support of a program funded by the former VHSL. The Cultural Navigator Program grew out of a community-based study of immigrant family needs, helping low-income residents in east and south King County who face language or cultural barriers in accessing supportive services. The program will fund a community-based organization or organizations to provide a liaison from a client’s background to serve as a human services system navigator and advisor.

**Rationale:** King County is an increasingly diverse community. Support for the full diversity of the County requires programs that can reach and communicate with persons of different cultural or linguistic backgrounds. Programs that can connect diverse persons with VSHSL and other County-funded programs to support housing stability, financial stability, social engagement and healthy living can prevent future crises and connect more residents to the larger County community.

**Timeline:** This program will receive funding every year from 2019 through 2023.

**Allocation:** The following table describes the estimated allocation of VSHSL proceeds for this strategy:

SS 3.D	2019	2020	2021	2022	2023	Population Total
Allocated <b>Veterans</b>	-	-	-	-	-	\$0
Proceeds						
Allocated <b>Seniors</b>	-	-	-	-	-	\$0
Proceeds						
Allocated <b>Vulnerable Populations</b>	\$90,000	\$92,000	\$94,000	\$98,000	\$101,000	\$475,000
Proceeds						
<b>Annual Total</b>	\$90,000	\$92,000	\$94,000	\$98,000	\$101,000	<b>Program Total (Entire I.P.)</b> \$475,000

**SS 3.E Support Systems Access for King County Residents who are Immigrants or Refugees**

**Concept:** This program may directly fund or may consolidate VSHSL funds with similarly purposed funds from other sources to support entities, including King County government agencies, offices or contractors to support increased access to county-funded systems for King County residents who are immigrants or refugees. Examples of eligible services under this program include citizenship services, English language courses, and interpretation and translation services, in accordance with Ordinance 18665 and King County Code Section 2.15.030, to limited-English-proficient King County residents who are immigrants or refugees.

**Rationale:** Although immigrant and refugee communities in King County are not monolithic in their experiences, challenges and needs, the County has recognized that these communities may face increased barriers to fully integrating into the community due to language, culture, and immigration status that present unique challenges to accessing the building blocks of opportunity. Seeking assistance can be complicated by decentralized, fragmented and difficult-to-navigate systems. The intended effect of this program is to address barriers to accessing essential services immigrant and refugee communities may face and uphold the county’s commitment to fair and equal access for all residents.

**Timeline:** This program may operate every year from 2019 through 2023. Should uncommitted VSHSL proceeds, allocated pursuant to Section 4.B.3 of Ordinance 18555, become available, in accordance with the provisions of this implementation plan governing reallocation of unspent or uncommitted funds, DCHS or VSHSL staff shall consider recommending funding for this program.

### SS 3.F Homeless Youth and Young Adults Prevention and Crisis Services

**Concept:** This program may directly fund or may consolidate VSHSL funds with similarly purposed funds from other sources to support entities, including King County government agencies, offices or contractors, to provide services to vulnerable population youth and young adults in King County experiencing or at risk of experiencing homelessness. Examples of eligible services under this program include crisis intervention and prevention services for homeless and runaway youth in King County.

**Rationale:** The intended effect of this program is to support the ending of youth homelessness in King County by engaging runaway youth and young adults before they become street-involved.

**Timeline:** This program may operate every year from 2019 through 2023. Should uncommitted VSHSL proceeds, allocated pursuant to Section 4.B.3 of Ordinance 18555, become available, in accordance with the provisions of this implementation plan governing reallocation of unspent or uncommitted funds, DCHS or VSHSL staff shall consider recommending funding for this program.

## SS 4 Cultivate an Effective Levy Community

This plan envisions the VSHSL will develop a community of professionals that will create a system of services. Systems work best when their component parts share core values and competencies in addition to their particular specializations. This strategy funds programs that contribute to overall formation and functioning of the VSHSL as a system.

**To what community-level change does this strategy contribute?** The programs in this strategy contribute to the community-level effort to promote high-quality provision of human services for veterans, seniors and vulnerable populations in King County.

### SS 4.A Veterans Training Support Center

**Concept:** This program will fund the Washington Department of Veterans Affairs and may fund an additional entity to provide training to the community on key issues that affect veterans and their families or that strengthen the ability of entities to be inclusive of veterans and welcoming to veterans. The concepts that this program will provide training on shall include, but not be limited to, effectively serving and working with veterans with Post Traumatic Stress Disorder (PTSD), survivors of Military Sexual Trauma (MST) and suicide awareness. This program continues the Veterans Training Support Center from the former VHSL.

**Rationale:** Effectively serving veterans requires specialized understanding of veteran culture, military norms, and a host of circumstances, conditions and systems that are specific to veterans, that affect veterans in particular or specialized ways, or that veterans disproportionately experience.

**Timeline:** This program operates every year from 2019 through levy expiration in 2023.

**Allocation:** The following table describes the estimated allocation of VSHSL proceeds for this strategy:

<b>SS 4.A</b>	2019	2020	2021	2022	2023	Population Total
Allocated <b>Veterans</b>	\$260,000	\$265,000	\$275,000	\$320,000	\$320,000	\$1,440,000
Proceeds						
Allocated <b>Seniors</b>	-	-	-	-	-	
Proceeds						
Allocated <b>Vulnerable Populations</b>	-	-	-	-	-	\$0
Proceeds						
<b>Annual Total</b>	\$260,000	\$265,000	\$275,000	\$320,000	\$320,000	<b>Program Total (Entire I.P.)</b> \$1,440,000

**SS 4.B Levy Core Competency Training**

**Concept:** This program will fund an entity or entities to provide trainings to attain and maintain competence in key skills and concepts for all VSHSL-funded providers. VSHSL planning and administration staff will identify a set of competencies that may include racial equity training, trauma-informed care, results-based accountability, mental health first aid or other skills and concepts whose uniform incorporation by VSHSL-funded entities will support the VSHSL’s goals of effectiveness, efficiency and equity. VSHSL planning and administration staff will then organize trainings and offer training opportunities for VSHSL-funded providers.

**Rationale:** Many VSHSL-funded providers are of insufficient size or scale to affordably host expert trainings. Meanwhile, opportunities for VSHSL-funded providers to interact with one another will help to support the creation of a community among VSHSL-funded providers. In addition to these considerations, King County can play a key role in promoting levy systemization and in supporting employees of VSHSL-funded providers by organizing and hosting trainings that bring providers together to learn or refresh key skills while supporting relationships among providers.

**Timeline:** Trainings funded under this program will begin in 2019 and will continue in each year until the VSHSL expires.

**Allocation:** The following table describes the estimated allocation of VSHSL proceeds for this strategy:

<b>SS 4.B</b>	2019	2020	2021	2022	2023	Population Total
Allocated <b>Veterans</b>	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000
Proceeds						
Allocated <b>Seniors</b>	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	
Proceeds						
Allocated <b>Vulnerable Populations</b>	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	
Proceeds						
<b>Annual Total</b>	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	<b>Program Total (Entire I.P.)</b> \$150,000

**SS 4.C Countywide Nonprofit Wage Survey**

**Concept:** This program will fund an entity or entities to administer and update a King County nonprofit wage survey that provides nonprofit entities with data on which to base decisions about staff compensation. The survey will also inform King County analysis on appropriate contract amounts with nonprofit partners. Any survey funded by this program shall be available at no cost or *de minimus* cost to nonprofit entities in King County that receive VSHSL funding.

**Rationale:** Performance measurement and analysis from the former VHSL identified a pattern in which almost every program that underperformed experienced high rates of staff turnover. Staff turnover is also generally recognized as a common challenge in the nonprofit sector.

**Timeline:** This program will fund the creation and administration of a survey in 2019 and then every-other-year updates to the survey in 2021 and 2023.

**Allocation:** The following table describes the estimated allocation of VSHSL proceeds for this strategy:

<b>SS 4.C</b>	2019	2020	2021	2022	2023	Population Total
Allocated						
<b>Veterans</b>	\$30,000	-	\$20,000	-	\$20,000	\$70,000
Proceeds						
Allocated						
<b>Seniors</b>	\$30,000	-	\$20,000	-	\$20,000	\$70,000
Proceeds						
Allocated						
<b>Vulnerable Populations</b>	\$31,000	-	\$20,000	-	\$20,000	\$71,000
Proceeds						
<b>Annual Total</b>	\$91,000	\$0	\$60,000	\$0	\$60,000	<b>Program Total (Entire I.P.)</b> \$211,000

**SS 4.D Translate Levy Provider Materials and Interpreter Services**

**Concept:** This program will provide funding upon which VSHSL-funded entities may draw to fund the translation of program materials and to fund interpreter services for clients of VSHSL-funded entities. Funds administered under this program may translate into other spoken languages or into methods of communication to meet the needs of persons who are hearing- or vision-impaired.

**Rationale:** King County is an increasingly diverse county in which effective local governance requires the ability to communicate with residents of many backgrounds and languages. Supporting King County’s ESJ Strategic Plan requires providing for communication in multiple languages. Reaching and connecting with linguistically-isolated communities requires funding of translation and interpretation services.

**Timeline:** This program will begin in 2019 and operate every year until VSHSL expiration in 2023.

**Allocation:** The following table describes the estimated allocation of VSHSL proceeds for this strategy:

<b>SS 4.D</b>	2019	2020	2021	2022	2023	Population Total
Allocated <b>Veterans</b>	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000
Proceeds						
Allocated <b>Seniors</b>	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$150,000
Proceeds						
Allocated <b>Vulnerable Populations</b>	\$30,000	\$30,000	\$30,000	\$30,000	\$20,000	\$140,000
Proceeds						
<b>Annual Total</b>	\$70,000	\$70,000	\$70,000	\$70,000	\$60,000	<b>Program Total (Entire I.P.)</b> \$340,000

### **Which Former VHSL Activities Carry Forward into the VSHSL Implementation Plan?**

The former VHSL and this VSHSL Implementation Plan use different structures. Many of the former VHSL activities have equivalent strategies or programs in this VSHSL Implementation Plan. Six of the former VHSL's activities do not have equivalent strategies or programs in this plan. The following table identifies VSHSL Implementation Plan equivalents for former VHSL

activities that have been carried forward into this plan.

<b>Which Former VHSL Activities Carry Forward Into The VSHSL Implementation Plan?</b>				
<b>Former VHSL Activity Code and Name</b>		<b>Continued into the VSHSL Implementation Plan?</b>	<b>VSHSL Implementation Plan Equivalent Strategy/Program</b>	
1.1	King County Veterans Program	Yes	FS 4	King County Veterans Program
1.2.A	Enhanced outreach to women veterans and veterans of color	Yes	SS 1.B/C	Pathfinders: Find, Stabilize & Connect for Women Veterans and Veterans of Color
1.2.B	Veteran information and referral	No	Although this activity is not continued in the implementation plan, its functions will be incorporated in FS 4 and SS 2.B.	
1.2.C	Homeless veteran street outreach	Yes	SS 1.F	Pathfinders: Find, Stabilize & Connect for Persons experiencing unsheltered homelessness
1.3	Veterans employment and training	Yes	FS 3.A	VetCorps
1.4	Contracted PTSD treatment/Military Sexual Trauma	Yes	HL 1.C	Veterans PTSD, MST and End of Life Counseling
1.5.A	Veterans incarcerated program	Yes	SE 1.A	Incarcerated Veterans Case Management
1.5.B	Veterans legal assistance program	Yes	HS 5.C & FS 1.C	Prevent Inappropriate Housing Loss: Legal Aid & Leverage Government Benefits for veterans
1.5.C	Emerging programs for justice involved veterans	Yes	HL 1.F	Veterans Court Clinician & Mentors Coordinator
1.6.A	Military family outreach	Yes	SS 1.D	Pathfinders: Find, Stabilize & Connect for Veteran and Military Families
1.6.B	Military family counseling	Yes	HL 1.D	Military Family Counseling
2.1.A	Homeless street outreach	Yes	SS 1.F	Pathfinders: Find, Stabilize & Connect for Persons experiencing unsheltered homelessness
2.1.B	Sobering/Emergency Services Patrol	Yes	HL 1.E	Sobering & Emergency Services Patrol
2.1.C	Mobile medical outreach	Yes	SS 2.A	Mobile Medical Outreach
2.1.D	South King County homeless outreach	Yes	SS 1.F	Pathfinders: Find, Stabilize & Connect for Persons experiencing unsheltered homelessness
2.2	Housing Capital	Yes	HS 1	Build, Preserve and Operate Affordable Housing and Navigation Centers
2.3	Housing Stability Program	Yes	HS 5.D	Housing Stability Program (veterans funds reduced, seniors added)
2.4.A	Housing Health Outreach Team	Yes	HL 2.B	Housing Health Outreach Team
2.4.B	Support services for housing	Yes	HS 1	Build, Preserve and Operate Affordable Housing and Navigation Centers
2.5.A	FACT/ICMT	Yes	HS 7.A	Forensic Supportive Housing Models
2.5.B	FISH	Yes	HS 7.A	Forensic Supportive Housing Models
2.6.A	Community Homeless Employment Services	Yes	FS 1.A	Employment Training, Placement and Supports
2.6.B	Career Connections	Yes	FS 1.A	Employment Training, Placement and Supports
2.6.C	Aerospace and Veteran Employment Training Initiative	No	This activity was discontinued prior to the expiration of the former VHSL.	
2.6.D	King County Fellowship Program for veterans	Yes	FS 1.B	King County Veterans Fellowship
2.7	Homeless Youth Employment	No	This activity was discontinued prior to the expiration of the former VHSL.	
3.1.A	Behavioral Health Integration	Yes	HL 1.G	Behavioral Health Integration (VP funds reduced, seniors added)
3.1.B	Behavioral Health Integration for veterans	Yes	HL 1.G	Behavioral Health Integration (veterans funds reduced)
3.2	Veteran and trauma competency training	Yes	SS 4.A	Veterans Training Support Center
3.3	Health care reform system design and implementation	No	This activity is discontinued.	
3.4	Depression intervention for seniors	Yes	HL 1.A	Senior Depression Intervention
3.5	Facilitation of ongoing partnerships	No	This activity is discontinued.	
3.6	Client Care Coordination	No	This activity was discontinued prior to the expiration of the former VHSL.	
4.1.A	Nurse Family Partnership	Yes	HL 4.A	Nurse Family Partnership
4.1.B	Healthy Start	Yes	HL 4.B	Healthy Start
4.2	Maternal Depression Reduction	Yes	HL 1.B	Maternal Depression Reduction
4.3	Parent education and support	Yes	HL 4.C	Parent education and support
4.4	Passage Point	Yes	HS 7.B	Passage Point
4.5.A	211 Community Information Line	Yes	SS 2.B	County-wide information and referral
4.5.B	Cultural Navigator	Yes	SS 3.D	Cultural Navigator

The continuation of a former VHSL Activity into the VSHSL Implementation Plan does not guarantee or imply continuation of the particular contractor or contractors who were funded to provide VHSL activities.

## Technical Assistance and Capacity Building

Ordinance 18555, Section 4.A, requires at least one percent of each year's levy proceeds to be used to fund technical assistance and capacity building. Under Section 1.H, technical assistance and capacity building means:

Assisting small organizations, partnerships and groups to enable such entities to provide regional health and human services and capital facilities funded by the [Veterans, Seniors and Human Services] levy proceeds. Assistance may include, but is not limited to, providing or funding legal, accounting, human resources and leadership development services and support.

The funding allocation tables included within this plan describe annual budgeted amounts that the VSHSL shall set aside for use in providing technical assistance and capacity building. Eligible uses of these funds shall include, but not be limited to:

- The provision of technical assistance that supports entities in responding to the VSHSL 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 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
- 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
- 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 program or contracts.

The VSHSL annual report required by this plan shall include a description of the previous year's use of technical assistance and capacity-building funds.

## Estimated Funding Allocation Tables

The tables on the following pages illustrate this implementation plan's total annual estimated allocations of VSHSL proceeds for every year from 2019 through 2023 based on March 2018 estimated revenue. These tables are intended to provide a snap-shot of VSHSL funding for each population-based allocation in each program year. Should there be any discrepancy or conflict between the illustrative estimated funding allocation tables in the following pages and a particular strategy's or program's description, concept, timeline, scope, or estimated allocation table from previous sections of this plan, the direction in the previous strategy or program section of this plan shall control.

Should the VSHSL's annual proceeds in any year exceed the estimated allocations contained within the tables on the subsequent pages, only the two percentage-driven allocations shall be automatically adjusted to reflect the actual collections. The two percentage-driven allocations to which this provision applies are the requirement that at least one percent of VSHSL funds be expended on technical assistance and capacity building and the five percent of each third allocated to planning and administration. In cases of under-expenditure of allocated VSHSL funds by a levy-program, the priorities and processes for reallocation described in this plan's next section shall control.

### **Complying with the Contingent Annual Requirement to Expend Half of Seniors Proceeds for Seniors who are also Veterans or Military Servicemembers and their Respective Caregivers and Families**

Ordinance 18555, Section 4.B.2 contains a requirement that until either of two conditions is satisfied, at least half of the third of VSHSL proceeds for seniors that are controlled by Section 4.B.2 must be expended to fund capital facilities and regional health and human services to seniors who are also veterans or military servicemembers and their respective caregivers and families:

Until either (a) seventy-five percent of the number of those seniors, who are also veterans or military servicemembers in King County and who as of the enactment date of this ordinance are homeless, obtain housing or (b) a total of twenty-four million dollars from the levy proceeds, except those levy proceeds described in subsection B.1. of this section, or from other funds administered by King County or both are spent to house seniors who are also veterans or military servicemembers in King County, whichever comes first, at least fifty percent of the levy proceeds described in this subsection shall be used to fund capital facilities and regional health and human services for seniors who are also veterans or military servicemembers and their respective caregivers and families.

In the event that neither of the two required conditions has been satisfied by the fifteenth day of December in the preceding year, the allocations that this plan directs for any year from 2019 through 2023 shall be altered as follows in paragraphs one and two below to comply with Ordinance 18555:

1. Those proceeds allocated under authority of Ordinance 18555, Section 4.B.2 to VSHSL strategy HS 1 and programs HS 2.A, HS 2.B or HS 3.A shall be used within that strategy and those programs exclusively to fund capital facilities and regional health and human services for seniors who are also veterans or military servicemembers and their respective caregivers and families.
2. Those proceeds allocated under authority of Ordinance 18555, Section 4.B.2 to VSHSL strategies and programs other than HS 1, HS 2.A, HS 2.B and HS 3.A within the same year shall be unallocated and then re-allocated as described in this paragraph to VSHSL strategy HS 1 and programs HS 2.A, HS 2.B, or HS 3.A exclusively to fund capital facilities and regional health and human services for seniors who are also veterans or military servicemembers and their respective caregivers and families. The reallocations directed by this section of this plan shall be assessed in the priority order provided in this section, with strategies or programs at the top of the list being reallocated first and strategies or programs further down the list being reallocated as necessary until a sufficient amount of funds has been reallocated to comply with Ordinance 18555. A strategy or program on this list shall have its proceeds fully un-allocated and reallocated before moving to the next strategy or program in the order of priority for reallocation. A strategy or program's allocated proceeds shall only be reallocated by the amount necessary to reach a total reallocated amount that ensures compliance with the Ballot Measure Ordinance. The following list of VSHSL strategies and programs sets forth the order of priority in which strategies and programs with senior funding shall be affected by this provision:
  - a. **HS 5.A** (Housing Counseling and Foreclosure Prevention)
  - b. **HS 5.B** (Alternative Dispute Resolution)
  - c. **HS 5.C** (Legal Aid)
  - d. **HS 5.D** (Housing Stability Program)
  - e. **FS 1.A** (Employment Training, Placement and Supports)
  - f. **FS 1.C** (Leverage Government Benefits)
  - g. **HL 1.H** (Geriatric Regional Assessment Team 2.0)
  - h. **HL 2.B** (Housing Health Outreach Team)
  - i. **HL 2.D** (Connections to In-Home Care)
  - j. **HL 3.B** (Elder Abuse Multi-Disciplinary Team)
  - k. **SS 1.F** (Pathfinders: Persons Experiencing Unsheltered Homelessness)
  - l. **SS 2.B** (Countywide Information and Referral)
  - m. **FS 2** (Promote Financial Literacy)
  - n. **SS 2.A** (Mobile Medical Outreach)
  - o. **SE 3** (Transform Senior Centers)

VSHSL Implementation Plan Table of 2019 Proceeds Allocations						
Strategy	Program	Strategy/ Program ID	Allocation of Veterans proceeds authorized Ord. 18555 §4.B.1	Allocation of Seniors proceeds authorized Ord. 18555 §4.B.2	Allocation of Vulnerable Populations proceeds authorized Ord. 18555 §4.B.3	Allocation of Levy Proceeds Prior to Division into thirds under Ord. 18555 §4.A and §4.C.1.
Build, Preserve and Operate Affordable Housing & Navigation Centers		HS 1	\$5,620,000	\$5,500,000	\$4,497,000	
Increase Access to Tenancy	Master Leasing	HS 2.A	\$63,000	\$63,000	\$63,000	
	Shallow Rent Subsidies	HS 2.B	\$57,000	\$57,000	\$57,000	
Promote Aging in Place	Senior Home Repair & Age In Place Modifications	HS 3.A	\$25,000	\$1,368,000	-	
	Adaptive Devices, Training & Counseling	HS 3.B	-	\$100,000	\$200,000	
Navigate Homeless Veterans to Housing		HS 4	\$518,100	-	-	
Prevent Inappropriate Housing Loss	Housing Counseling & Foreclosure Prevention	HS 5.A	-	-	-	
	Alternative Dispute Resolution	HS 5.B	\$70,000	\$100,000	\$70,000	
	Legal Aid	HS 5.C	\$400,000	\$400,000	\$450,000	
	Housing Stability Program	HS 5.D	\$163,000	\$213,000	\$513,000	
Promote Home Ownership		HS 6	\$400,000	-	\$400,000	
Reinforce Criminal Justice Diversion/Reentry with Housing	Forensic Supportive Housing Models	HS 7.A	-	-	\$1,000,000	
	Passage Point	HS 7.B	-	-	\$550,000	
Support Local Solutions		HS 8	-	-	-	
Gain Employment & Increase Household Income	Employment Training, Placement & Supports	FS 1.A	-	\$450,000	\$1,100,000	
	King County Veterans Fellowship	FS 1.B	\$175,000	-	-	
	Leverage Government Benefits	FS 1.C	\$500,000	\$200,000	\$200,000	
Promote Financial Literacy		FS 2	-	-	-	
Support Student Veterans	Vet Corps	FS 3.A	\$200,000	-	-	
	Student Veteran Child Care Pilot	FS 3.B	-	-	-	
King County Veterans Program		FS 4	\$3,600,000	-	-	
Support Reentry from Incarceration	Incarcerated Veterans Case Management Program	SE 1.A	\$75,000	-	-	
	MRJC Veterans Pod & Reentry Spanning Services	SE 1.B	\$150,000	-	-	
	Vulnerable Populations Reentry Spanning Services	SE 1.C	-	-	-	
Care for Caregivers	Caregiver Community Building	SE 2.A	-	-	-	
	Caregiver Respite	SE 2.B	-	-	-	
	Kinship Care Supports	SE 2.C	-	-	-	
Stabilize and Transform Senior Centers		SE 3	\$300,000	\$3,700,000	-	
Build Community Resilience Networks	Senior Virtual Villages	SE 4.A	-	-	-	
	Support Legal Svcs. for KC Res. who are Immigrants & Refugees	SE 4.B	\$200,000	-	-	
Understand Community Priorities		SE 5	-	-	-	
Support Immigrant & Refugee Legal Services		SE 6	-	-	\$795,000	
Prevent Behavioral Health Crises	Senior Depression Intervention	HL 1.A	-	\$375,000	-	
	Maternal Depression Reduction	HL 1.B	-	-	\$640,000	
	Veterans PTSD, MST & End of Life Counseling	HL 1.C	\$550,000	-	-	
	Veteran and Military Family Counseling	HL 1.D	\$100,000	-	-	
	Sobering and Emergency Services Patrol	HL 1.E	-	-	\$210,000	
	Veterans Court Mental Health Screeners	HL 1.F	\$280,000	-	-	
	Behavioral Health Integration	HL 1.G	\$400,000	-	\$825,000	
	Geriatric Regional Assessment Team 2.0	HL 1.H	-	\$200,000	-	
Provide Care in the Community	Evidence-Based Senior Health Promotion	HL 2.A	-	-	-	
	Housing Health Outreach Team	HL 2.B	-	\$900,000	\$365,000	
	Mobile Nutrition Services for Seniors	HL 2.C	-	-	-	
	Connections to In-Home Care	HL 2.D	-	\$400,000	-	
Prevent Abuse	County-Wide DV/SACSE Prevention Initiative	HL 3.A	-	-	\$30,000	
	Elder Abuse Multi-Disciplinary Team	HL 3.B	-	\$335,000	-	
Nurture Families	Nurse Family Partnership	HL 4.A	-	-	\$550,000	
	Healthy Start	HL 4.B	-	-	\$290,000	
	Parent Education & Support	HL 4.C	-	-	\$240,000	
Pathfinders: Find, Stabilize & Connect	Pathfinder Training & Coordination	SS 1.A	\$150,000	-	-	
	Women Veterans	SS 1.B	\$225,000	-	-	
	Veterans of Color	SS 1.C	\$360,000	-	-	
	Veteran and Military Families	SS 1.D	\$175,000	-	-	
	Native American Veterans	SS 1.E	\$200,000	-	-	
	Persons Experiencing Unsheltered Homelessness	SS 1.F	\$225,000	\$80,000	\$250,000	
Extend the Network	Mobile Medical Outreach	SS 2.A	-	-	\$450,000	
	County-Wide Information and Referral	SS 2.B	\$100,000	\$100,000	\$25,000	
	Consolidated Domestic Violence Hotline	SS 2.C	-	-	\$300,000	
	Remote Access from Rural Food Banks Pilot	SS 2.D	-	-	-	
Provide Specialized System Navigation & Advocacy	County-Wide CSE Survivor Case Management Collaborative	SS 3.A	-	-	\$340,000	
	Survivor-Centered Mobile Advocacy for DV & SA	SS 3.B	\$30,000	-	\$375,000	
	System Navigation for Persons with Disabilities and their Caregivers	SS 3.C	-	-	-	
	Cultural Navigator	SS 3.D	-	-	\$90,000	
Cultivate an Effective Levy Community	Veterans Training Support Center	SS 4.A	\$260,000	-	-	
	VSHSL Core Competencies	SS 4.B	\$10,000	\$10,000	\$10,000	
	County-Wide Non-Profit Wage Survey	SS 4.C	\$30,000	\$30,000	\$31,000	
	Translate Levy Provider Materials & Interpreter Services	SS 4.D	\$10,000	\$30,000	\$30,000	
Technical Assistance and Capacity Building Funds & TA/CB Reserve						\$565,000
Mitigation of Prorating Set Aside						\$300,000
5% Maximum for Planning & Administration			\$919,265	\$919,265	\$919,265	
Performance Measurement & Evaluation			\$460,000	\$460,000	\$460,000	
Community Partnership & Communications			\$145,000	\$145,000	\$145,000	
<b>Annual Total Allocation</b>			<b>\$17,145,365</b>	<b>\$16,135,265</b>	<b>\$16,470,265</b>	<b>\$865,000</b>
			<b>2019 Allocation Grand Total</b>			<b>\$50,615,896</b>

VSHSL Implementation Plan Table of 2020 Proceeds Allocations						
Strategy	Program	Strategy/ Program ID	Allocation of Veterans proceeds authorized Ord. 18555 §4.B.1	Allocation of Seniors proceeds authorized Ord. 18555 §4.B.2	Allocation of Vulnerable Populations proceeds authorized Ord. 18555 §4.B.3	Allocation of Levy Proceeds Prior to Division into thirds under Ord. 18555 §4.A and §4.C.1.
Build, Preserve and Operate Affordable Housing & Navigation Centers		HS 1	\$6,627,000	\$3,368,000	\$4,200,000	-
Increase Access to Tenancy	Master Leasing	HS 2.A	\$64,500	\$64,300	\$64,400	-
	Shallow Rent Subsidies	HS 2.B	\$263,500	\$263,500	\$463,500	-
Promote Aging in Place	Senior Home Repair & Age In Place Modifications	HS 3.A	\$25,000	\$1,512,000	-	-
	Adaptive Devices, Training & Counseling	HS 3.B	-	\$102,000	\$204,000	-
Navigate Homeless Veterans to Housing		HS 4	\$528,500	-	-	-
Prevent Inappropriate Housing Loss	Housing Counseling & Foreclosure Prevention	HS 5.A	\$100,000	\$100,000	\$100,000	-
	Alternative Dispute Resolution	HS 5.B	\$72,000	\$180,000	\$72,000	-
	Legal Aid	HS 5.C	\$408,000	\$408,000	\$459,000	-
	Housing Stability Program	HS 5.D	\$164,500	\$214,500	\$514,500	-
Promote Home Ownership		HS 6	\$400,000	-	\$400,000	-
Reinforce Criminal Justice Diversion/Reentry with Housing	Forensic Supportive Housing Models	HS 7.A	-	-	\$1,031,000	-
	Passage Point	HS 7.B	-	-	\$566,000	-
Support Local Solutions		HS 8	-	-	\$500,000	-
Gain Employment & Increase Household Income	Employment Training, Placement & Supports	FS 1.A	-	\$450,000	\$1,150,000	-
	King County Veterans Fellowship	FS 1.B	\$175,000	-	-	-
	Leverage Government Benefits	FS 1.C	\$510,000	\$204,000	\$204,000	-
Promote Financial Literacy		FS 2	-	\$200,000	\$200,000	-
Support Student Veterans	Vet Corps	FS 3.A	\$265,000	-	-	-
	Student Veteran Child Care Pilot	FS 3.B	\$150,000	-	-	-
King County Veterans Program		FS 4	\$3,800,000	-	-	-
Support Reentry from Incarceration	Incarcerated Veterans Case Management Program	SE 1.A	\$76,500	-	-	-
	MRJC Veterans Pod & Reentry Spanning Services	SE 1.B	\$160,000	-	-	-
	Vulnerable Populations Reentry Spanning Services	SE 1.C	-	-	\$200,000	-
Care for Caregivers	Caregiver Community Building	SE 2.A	\$140,000	\$170,000	\$250,000	-
	Caregiver Respite	SE 2.B	\$100,000	\$100,000	-	-
	Kinship Care Supports	SE 2.C	-	\$200,000	-	-
Stabilize and Transform Senior Centers		SE 3	\$300,000	\$3,700,000	-	-
Build Community Resilience Networks	Senior Virtual Villages	SE 4.A	-	\$300,000	-	-
	Support Legal Svcs. for KC Res. who are Immigrants & Refugees	SE 4.B	\$202,000	-	-	-
Understand Community Priorities		SE 5	\$80,000	\$80,000	\$80,000	-
Support Immigrant & Refugee Legal Services		SE 6	-	-	\$810,000	-
Prevent Behavioral Health Crises	Senior Depression Intervention	HL 1.A	-	\$382,000	-	-
	Maternal Depression Reduction	HL 1.B	-	-	\$650,000	-
	Veterans PTSD, MST & End of Life Counseling	HL 1.C	\$566,000	-	-	-
	Veteran and Military Family Counseling	HL 1.D	\$102,000	-	-	-
	Sobering and Emergency Services Patrol	HL 1.E	-	-	\$214,000	-
	Veterans Court Mental Health Screeners	HL 1.F	\$285,000	-	-	-
	Behavioral Health Integration	HL 1.G	\$150,000	\$150,000	\$300,000	-
	Geriatric Regional Assessment Team 2.0	HL 1.H	-	\$205,000	-	-
	Evidence-Based Senior Health Promotion	HL 2.A	-	\$1,700,000	-	-
Provide Care in the Community	Housing Health Outreach Team	HL 2.B	-	\$905,000	\$365,000	-
	Mobile Nutrition Services for Seniors	HL 2.C	-	\$400,000	-	-
	Connections to In-Home Care	HL 2.D	-	\$400,000	-	-
Prevent Abuse	County-Wide DV/SA/CSE Prevention Initiative	HL 3.A	-	-	\$70,000	-
	Elder Abuse Multi-Disciplinary Team	HL 3.B	-	\$335,000	-	-
Nurture Families	Nurse Family Partnership	HL 4.A	-	-	\$566,000	-
	Healthy Start	HL 4.B	-	-	\$298,000	-
	Parent Education & Support	HL 4.C	-	-	\$244,000	-
Pathfinders: Find, Stabilize & Connect	Pathfinder Training & Coordination	SS 1.A	\$153,000	-	\$150,000	-
	Women Veterans	SS 1.B	\$229,000	-	-	-
	Veterans of Color	SS 1.C	\$366,000	-	-	-
	Veteran and Military Families	SS 1.D	\$179,000	-	-	-
	Native American Veterans	SS 1.E	\$204,000	-	-	-
	Persons Experiencing Unsheltered Homelessness	SS 1.F	\$228,000	\$81,000	\$257,000	-
	Mobile Medical Outreach	SS 2.A	-	\$975,000	\$450,000	-
Extend the Network	County-Wide Information and Referral	SS 2.B	\$100,000	\$100,000	\$35,000	-
	Consolidated Domestic Violence Hotline	SS 2.C	-	-	\$725,000	-
	Remote Access from Rural Food Banks Pilot	SS 2.D	-	-	-	-
	County-Wide CSE Survivor Case Management Collaborative	SS 3.A	-	-	\$345,000	-
Provide Specialized System Navigation & Advocacy	Survivor-Centered Mobile Advocacy for DV & SA	SS 3.B	\$35,000	-	\$770,000	-
	System Navigation for Persons with Disabilities and their Caregivers	SS 3.C	-	-	\$200,000	-
	Cultural Navigator	SS 3.D	-	-	\$92,000	-
	Veterans Training Support Center	SS 4.A	\$265,000	-	-	-
Cultivate an Effective Levy Community	VSHSL Core Competencies	SS 4.B	\$10,000	\$10,000	\$10,000	-
	County-Wide Non-Profit Wage Survey	SS 4.C	-	-	-	-
	Translate Levy Provider Materials & Interpreter Services	SS 4.D	\$10,000	\$30,000	\$30,000	-
Technical Assistance and Capacity Building Funds & TA/CB Reserve					\$590,000	
Mitigation of Prorating Set Aside					\$300,000	
5% Maximum for Planning & Administration			\$965,990	\$965,990	\$965,990	
Performance Measurement & Evaluation			\$483,000	\$483,000	\$483,000	
Community Partnership & Communications			\$150,000	\$150,000	\$150,000	
<b>Annual Total Allocation</b>			<b>\$19,092,490</b>	<b>\$18,888,290</b>	<b>\$18,838,390</b>	<b>\$890,000</b>
			<b>2020 Allocation Grand Total</b>			<b>\$57,709,171</b>

VSHSL Implementation Plan Table of 2021 Proceeds Allocations						
Strategy	Program	Strategy/ Program ID	Allocation of Veterans proceeds authorized Ord. 18555 §4.B.1	Allocation of Seniors proceeds authorized Ord. 18555 §4.B.2	Allocation of Vulnerable Populations proceeds authorized Ord. 18555 §4.B.3	Allocation of Levy Proceeds Prior to Division into thirds under Ord. 18555 §4.A and §4.C.1.
Build, Preserve and Operate Affordable Housing & Navigation Centers		HS 1	\$5,225,000	\$2,423,000	\$2,628,000	
Increase Access to Tenancy	Master Leasing	HS 2.A	\$1,066,000	\$1,166,000	\$1,066,000	
	Shallow Rent Subsidies	HS 2.B	\$280,000	\$280,000	\$483,000	
Promote Aging in Place	Senior Home Repair & Age In Place Modifications	HS 3.A	\$25,000	\$1,576,000	-	
	Adaptive Devices, Training & Counseling	HS 3.B	-	\$104,000	\$208,000	
Navigate Homeless Veterans to Housing		HS 4	\$608,000	-	-	
Prevent Inappropriate Housing Loss	Housing Counseling & Foreclosure Prevention	HS 5.A	\$102,000	\$102,000	\$102,000	
	Alternative Dispute Resolution	HS 5.B	\$74,000	\$186,000	\$74,000	
	Legal Aid	HS 5.C	\$416,000	\$416,000	\$468,000	
	Housing Stability Program	HS 5.D	\$166,000	\$216,000	\$516,000	
Promote Home Ownership		HS 6	\$400,000	-	\$400,000	
Reinforce Criminal Justice Diversion/Reentry with Housing	Forensic Supportive Housing Models	HS 7.A	-	-	\$1,062,000	
	Passage Point	HS 7.B	-	-	\$582,000	
Support Local Solutions		HS 8	-	-	\$500,000	
Gain Employment & Increase Household Income	Employment Training, Placement & Supports	FS 1.A	-	\$500,000	\$1,150,000	
	King County Veterans Fellowship	FS 1.B	\$175,000	-	-	
	Leverage Government Benefits	FS 1.C	\$520,000	\$208,000	\$208,000	
Promote Financial Literacy		FS 2	-	\$200,000	\$200,000	
Support Student Veterans	Vet Corps	FS 3.A	\$450,000	-	-	
	Student Veteran Child Care Pilot	FS 3.B	\$250,000	-	-	
King County Veterans Program		FS 4	\$4,350,000	-	-	
Support Reentry from Incarceration	Incarcerated Veterans Case Management Program	SE 1.A	\$78,000	-	-	
	MRJC Veterans Pod & Reentry Spanning Services	SE 1.B	\$250,000	-	-	
	Vulnerable Populations Reentry Spanning Services	SE 1.C	-	-	\$200,000	
Care for Caregivers	Caregiver Community Building	SE 2.A	\$150,000	\$230,000	\$250,000	
	Caregiver Respite	SE 2.B	\$200,000	\$220,000	\$200,000	
	Kinship Care Supports	SE 2.C	-	\$250,000	-	
Stabilize and Transform Senior Centers		SE 3	\$300,000	\$3,700,000	-	
Build Community Resilience Networks	Senior Virtual Villages	SE 4.A	-	\$750,000	-	
	Support Legal Svcs. for KC Res. who are Immigrants & Refugees	SE 4.B	\$204,000	-	-	
Understand Community Priorities		SE 5	\$120,000	\$120,000	\$120,000	
Support Immigrant & Refugee Legal Services		SE 6	-	-	\$820,000	
Prevent Behavioral Health Crises	Senior Depression Intervention	HL 1.A	-	\$389,000	-	
	Maternal Depression Reduction	HL 1.B	-	-	\$660,000	
	Veterans PTSD, MST & End of Life Counseling	HL 1.C	\$582,000	-	-	
	Veteran and Military Family Counseling	HL 1.D	\$104,000	-	-	
	Sobering and Emergency Services Patrol	HL 1.E	-	-	\$218,000	
	Veterans Court Mental Health Screeners	HL 1.F	\$290,000	-	-	
	Behavioral Health Integration	HL 1.G	\$50,000	\$100,000	\$375,000	
	Geriatric Regional Assessment Team 2.0	HL 1.H	-	\$395,000	-	
Provide Care in the Community	Evidence-Based Senior Health Promotion	HL 2.A	-	\$1,700,000	-	
	Housing Health Outreach Team	HL 2.B	-	\$910,000	\$365,000	
	Mobile Nutrition Services for Seniors	HL 2.C	-	\$400,000	-	
	Connections to In-Home Care	HL 2.D	-	\$450,000	-	
Prevent Abuse	County-Wide DV/SACSE Prevention Initiative	HL 3.A	-	-	\$900,000	
	Elder Abuse Multi-Disciplinary Team	HL 3.B	-	\$335,000	-	
Nurture Families	Nurse Family Partnership	HL 4.A	-	-	\$582,000	
	Healthy Start	HL 4.B	-	-	\$306,000	
	Parent Education & Support	HL 4.C	-	-	\$248,000	
Pathfinders: Find, Stabilize & Connect	Pathfinder Training & Coordination	SS 1.A	\$156,000	-	\$152,000	
	Women Veterans	SS 1.B	\$233,000	-	-	
	Veterans of Color	SS 1.C	\$372,000	-	-	
	Veteran and Military Families	SS 1.D	\$183,000	-	-	
	Native American Veterans	SS 1.E	\$208,000	-	-	
	Persons Experiencing Unsheltered Homelessness	SS 1.F	\$231,000	\$82,000	\$264,000	
Extend the Network	Mobile Medical Outreach	SS 2.A	-	\$600,000	\$450,000	
	County-Wide Information and Referral	SS 2.B	\$160,000	\$160,000	\$135,000	
	Consolidated Domestic Violence Hotline	SS 2.C	-	-	\$740,000	
	Remote Access from Rural Food Banks Pilot	SS 2.D	-	-	\$120,000	
Provide Specialized System Navigation & Advocacy	County-Wide CSE Survivor Case Management Collaborative	SS 3.A	-	-	\$360,000	
	Survivor-Centered Mobile Advocacy for DV & SA	SS 3.B	\$55,000	-	\$770,000	
	System Navigation for Persons with Disabilities and their Caregivers	SS 3.C	-	-	\$277,000	
	Cultural Navigator	SS 3.D	-	-	\$94,000	
Cultivate an Effective Levy Community	Veterans Training Support Center	SS 4.A	\$275,000	-	-	
	VSHSL Core Competencies	SS 4.B	\$10,000	\$10,000	\$10,000	
	County-Wide Non-Profit Wage Survey	SS 4.C	\$20,000	\$20,000	\$20,000	
	Translate Levy Provider Materials & Interpreter Services	SS 4.D	\$10,000	\$30,000	\$30,000	
Technical Assistance and Capacity Building Funds & TACB Reserve						\$620,000
Mitigation of Prorationing Set Aside						\$300,000
5% Maximum for Planning & Administration			\$1,012,485	\$1,012,485	\$1,012,485	
Performance Measurement & Evaluation			\$507,000	\$507,000	\$507,000	
Community Partnership & Communications			\$160,000	\$160,000	\$160,000	
<b>Annual Total Allocation</b>			<b>\$20,027,485</b>	<b>\$19,907,485</b>	<b>\$19,992,485</b>	<b>\$920,000</b>
			<b>2021 Allocation Grand Total</b>			<b>\$60,847,456</b>

VSHSL Implementation Plan Table of 2022 Proceeds Allocations						
Strategy	Program	Strategy/ Program ID	Allocation of Veterans proceeds authorized Ord. 18555 §4.B.1	Allocation of Seniors proceeds authorized Ord. 18555 §4.B.2	Allocation of Vulnerable Populations proceeds authorized Ord. 18555 §4.B.3	Allocation of Levy Proceeds Prior to Division into thirds under Ord. 18555 §4.A and §4.C.1.
Build, Preserve and Operate Affordable Housing & Navigation Centers		HS 1	\$5,308,000	\$1,689,000	\$2,225,000	
Increase Access to Tenancy	Master Leasing	HS 2.A	\$1,067,000	\$1,267,000	\$1,067,000	
	Shallow Rent Subsidies	HS 2.B	\$281,000	\$281,000	\$501,000	
Promote Aging in Place	Senior Home Repair & Age In Place Modifications	HS 3.A	\$25,000	\$1,491,000	-	
	Adaptive Devices, Training & Counseling	HS 3.B	-	\$106,000	\$212,000	
Navigate Homeless Veterans to Housing		HS 4	\$618,500	-	-	
Prevent Inappropriate Housing Loss	Housing Counseling & Foreclosure Prevention	HS 5.A	\$104,000	\$104,000	\$104,000	
	Alternative Dispute Resolution	HS 5.B	\$76,000	\$190,000	\$76,000	
	Legal Aid	HS 5.C	\$424,000	\$424,000	\$476,000	
	Housing Stability Program	HS 5.D	\$167,500	\$217,500	\$517,500	
Promote Home Ownership		HS 6	\$400,000	-	\$200,000	
Reinforce Criminal Justice Diversion/Reentry with Housing	Forensic Supportive Housing Models	HS 7.A	-	-	\$1,105,000	
	Passage Point	HS 7.B	-	-	\$599,000	
Support Local Solutions		HS 8	-	-	\$500,000	
Gain Employment & Increase Household Income	Employment Training, Placement & Supports	FS 1.A	-	\$600,000	\$1,200,000	
	King County Veterans Fellowship	FS 1.B	\$175,000	-	-	
	Leverage Government Benefits	FS 1.C	\$530,000	\$212,000	\$212,000	
Promote Financial Literacy		FS 2	-	\$250,000	\$200,000	
Support Student Veterans	Vet Corps	FS 3.A	\$459,000	-	-	
	Student Veteran Child Care Pilot	FS 3.B	\$250,000	-	-	
King County Veterans Program		FS 4	\$4,650,000	-	-	
Support Reentry from Incarceration	Incarcerated Veterans Case Management Program	SE 1.A	\$79,500	-	-	
	MRJC Veterans Pod & Reentry Spanning Services	SE 1.B	\$255,000	-	-	
	Vulnerable Populations Reentry Spanning Services	SE 1.C	-	-	\$205,000	
Care for Caregivers	Caregiver Community Building	SE 2.A	\$160,000	\$240,000	\$250,000	
	Caregiver Respite	SE 2.B	\$200,000	\$400,000	\$200,000	
	Kinship Care Supports	SE 2.C	-	\$250,000	-	
Stabilize and Transform Senior Centers		SE 3	\$360,000	\$3,915,000	-	
Build Community Resilience Networks	Senior Virtual Villages	SE 4.A	-	\$900,000	-	
	Support Legal Svcs. for KC Res. who are Immigrants & Refugees	SE 4.B	\$250,000	-	-	
Understand Community Priorities		SE 5	\$80,000	\$80,000	\$80,000	
Support Immigrant & Refugee Legal Services		SE 6	-	-	\$830,000	
Prevent Behavioral Health Crises	Senior Depression Intervention	HL 1.A	-	\$396,000	-	
	Maternal Depression Reduction	HL 1.B	-	-	\$670,000	
	Veterans PTSD, MST & End of Life Counseling	HL 1.C	\$599,000	-	-	
	Veteran and Military Family Counseling	HL 1.D	\$106,000	-	-	
	Sobering and Emergency Services Patrol	HL 1.E	-	-	\$222,000	
	Veterans Court Mental Health Screeners	HL 1.F	\$295,000	-	-	
	Behavioral Health Integration	HL 1.G	\$50,000	\$100,000	\$375,000	
	Geriatric Regional Assessment Team 2.0	HL 1.H	-	\$400,000	-	
Provide Care in the Community	Evidence-Based Senior Health Promotion	HL 2.A	-	\$1,750,000	-	
	Housing Health Outreach Team	HL 2.B	-	\$935,000	\$365,000	
	Mobile Nutrition Services for Seniors	HL 2.C	-	\$400,000	-	
	Connections to In-Home Care	HL 2.D	-	\$450,000	-	
Prevent Abuse	County-Wide DV/SA/CSE Prevention Initiative	HL 3.A	-	-	\$975,000	
	Elder Abuse Multi-Disciplinary Team	HL 3.B	-	\$341,000	-	
Nurture Families	Nurse Family Partnership	HL 4.A	-	-	\$599,000	
	Healthy Start	HL 4.B	-	-	\$315,000	
	Parent Education & Support	HL 4.C	-	-	\$252,000	
Pathfinders: Find, Stabilize & Connect	Pathfinder Training & Coordination	SS 1.A	\$159,000	-	\$156,000	
	Women Veterans	SS 1.B	\$237,000	-	-	
	Veterans of Color	SS 1.C	\$378,000	-	-	
	Veteran and Military Families	SS 1.D	\$187,000	-	-	
	Native American Veterans	SS 1.E	\$212,000	-	-	
	Persons Experiencing Unsheltered Homelessness	SS 1.F	\$234,000	\$83,000	\$271,000	
Extend the Network	Mobile Medical Outreach	SS 2.A	-	\$1,580,000	\$450,000	
	County-Wide Information and Referral	SS 2.B	\$160,000	\$160,000	\$165,000	
	Consolidated Domestic Violence Hotline	SS 2.C	-	-	\$755,000	
	Remote Access from Rural Food Banks Pilot	SS 2.D	-	-	\$400,000	
Provide Specialized System Navigation & Advocacy	County-Wide CSE Survivor Case Management Collaborative	SS 3.A	-	-	\$370,000	
	Survivor-Centered Mobile Advocacy for DV & SA	SS 3.B	\$250,000	-	\$1,700,000	
	System Navigation for Persons with Disabilities and their Caregivers	SS 3.C	-	-	\$279,000	
	Cultural Navigator	SS 3.D	-	-	\$98,000	
Cultivate an Effective Levy Community	Veterans Training Support Center	SS 4.A	\$320,000	-	-	
	VSHSL Core Competencies	SS 4.B	\$10,000	\$10,000	\$10,000	
	County-Wide Non-Profit Wage Survey	SS 4.C	-	-	-	
	Translate Levy Provider Materials & Interpreter Services	SS 4.D	\$10,000	\$30,000	\$30,000	
Technical Assistance and Capacity Building Funds & TA/CB Reserve						\$650,000
Mitigation of Prorating Set Aside						\$300,000
5% Maximum for Planning & Administration			\$1,060,619	\$1,060,619	\$1,060,619	
Performance Measurement & Evaluation			\$530,000	\$530,000	\$530,000	
Community Partnership & Communications			\$170,000	\$170,000	\$170,000	
<b>Annual Total Allocation</b>			<b>\$20,887,119</b>	<b>\$21,012,119</b>	<b>\$20,977,119</b>	<b>\$950,000</b>
			<b>2022 Allocation Grand Total</b>			<b>\$63,826,357</b>

VSHSL Implementation Plan Table of 2023 Proceeds Allocations						
Strategy	Program	Strategy/ Program ID	Allocation of Veterans proceeds authorized Ord. 18555 §4.B.1	Allocation of Seniors proceeds authorized Ord. 18555 §4.B.2	Allocation of Vulnerable Populations proceeds authorized Ord. 18555 §4.B.3	Allocation of Levy Proceeds Prior to Division into thirds under Ord. 18555 §4.A and §4.C.1.
Build, Preserve and Operate Affordable Housing & Navigation Centers		HS 1	\$5,666,000	\$3,093,000	\$2,813,000	
Increase Access to Tenancy	Master Leasing	HS 2.A	\$1,079,000	\$1,314,000	\$1,074,000	
	Shallow Rent Subsidies	HS 2.B	\$313,000	\$293,000	\$523,000	
Promote Aging in Place	Senior Home Repair & Age In Place Modifications	HS 3.A	\$25,000	\$1,390,000	-	
	Adaptive Devices, Training & Counseling	HS 3.B	-	\$108,000	\$216,000	
Navigate Homeless Veterans to Housing		HS 4	\$629,000	-	-	
Prevent Inappropriate Housing Loss	Housing Counseling & Foreclosure Prevention	HS 5.A	\$106,000	\$106,000	\$106,000	
	Alternative Dispute Resolution	HS 5.B	\$78,000	\$196,000	\$78,000	
	Legal Aid	HS 5.C	\$432,000	\$432,000	\$485,000	
	Housing Stability Program	HS 5.D	\$169,000	\$219,000	\$519,000	
Promote Home Ownership		HS 6	\$400,000	-	\$350,000	
Reinforce Criminal Justice Diversion/Reentry with Housing	Forensic Supportive Housing Models	HS 7.A	-	-	\$1,138,000	
	Passage Point	HS 7.B	-	-	\$617,000	
Support Local Solutions		HS 8	-	-	\$500,000	
Gain Employment & Increase Household Income	Employment Training, Placement & Supports	FS 1.A	-	\$600,000	\$1,235,000	
	King County Veterans Fellowship	FS 1.B	\$175,000	-	-	
	Leverage Government Benefits	FS 1.C	\$540,000	\$216,000	\$216,000	
Promote Financial Literacy		FS 2	-	\$250,000	\$200,000	
Support Student Veterans	Vet Corps	FS 3.A	\$468,000	-	-	
	Student Veteran Child Care Pilot	FS 3.B	\$300,000	-	-	
King County Veterans Program		FS 4	\$4,900,000	-	-	
Support Reentry from Incarceration	Incarcerated Veterans Case Management Program	SE 1.A	\$81,000	-	-	
	MRJC Veterans Pod & Reentry Spanning Services	SE 1.B	\$265,000	-	-	
	Vulnerable Populations Reentry Spanning Services	SE 1.C	-	-	\$210,000	
Care for Caregivers	Caregiver Community Building	SE 2.A	\$170,000	\$260,000	\$250,000	
	Caregiver Respite	SE 2.B	\$200,000	\$400,000	\$210,000	
	Kinship Care Supports	SE 2.C	-	\$250,000	-	
Stabilize and Transform Senior Centers		SE 3	\$375,000	\$4,000,000	-	
Build Community Resilience Networks	Senior Virtual Villages	SE 4.A	-	\$675,000	-	
	Support Legal Svcs. for KC Res. who are Immigrants & Refugees	SE 4.B	\$250,000	-	-	
Understand Community Priorities		SE 5	\$40,000	\$40,000	\$40,000	
Support Immigrant & Refugee Legal Services		SE 6	-	-	\$840,000	
Prevent Behavioral Health Crises	Senior Depression Intervention	HL 1.A	-	\$403,000	-	
	Maternal Depression Reduction	HL 1.B	-	-	\$680,000	
	Veterans PTSD, MST & End of Life Counseling	HL 1.C	\$616,000	-	-	
	Veteran and Military Family Counseling	HL 1.D	\$108,000	-	-	
	Sobering and Emergency Services Patrol	HL 1.E	-	-	\$226,000	
	Veterans Court Mental Health Screeners	HL 1.F	\$300,000	-	-	
	Behavioral Health Integration	HL 1.G	\$50,000	\$100,000	\$375,000	
	Geriatric Regional Assessment Team 2.0	HL 1.H	-	\$400,000	-	
Provide Care in the Community	Evidence-Based Senior Health Promotion	HL 2.A	-	\$1,750,000	-	
	Housing Health Outreach Team	HL 2.B	-	\$955,000	\$365,000	
	Mobile Nutrition Services for Seniors	HL 2.C	-	\$400,000	-	
	Connections to In-Home Care	HL 2.D	-	\$450,000	-	
Prevent Abuse	County-Wide DV/SACSE Prevention Initiative	HL 3.A	-	-	\$1,000,000	
	Elder Abuse Multi-Disciplinary Team	HL 3.B	-	\$347,000	-	
Nurture Families	Nurse Family Partnership	HL 4.A	-	-	\$616,000	
	Healthy Start	HL 4.B	-	-	\$324,000	
	Parent Education & Support	HL 4.C	-	-	\$256,000	
Pathfinders: Find, Stabilize & Connect	Pathfinder Training & Coordination	SS 1.A	\$162,000	-	\$159,000	
	Women Veterans	SS 1.B	\$241,000	-	-	
	Veterans of Color	SS 1.C	\$384,000	-	-	
	Veteran and Military Families	SS 1.D	\$191,000	-	-	
	Native American Veterans	SS 1.E	\$216,000	-	-	
	Persons Experiencing Unsheltered Homelessness	SS 1.F	\$237,000	\$84,000	\$278,000	
Extend the Network	Mobile Medical Outreach	SS 2.A	-	\$1,200,000	\$475,000	
	County-Wide Information and Referral	SS 2.B	\$170,000	\$170,000	\$170,000	
	Consolidated Domestic Violence Hotline	SS 2.C	-	-	\$770,000	
	Remote Access from Rural Food Banks Pilot	SS 2.D	-	-	\$400,000	
Provide Specialized System Navigation & Advocacy	County-Wide CSE Survivor Case Management Collaborative	SS 3.A	-	-	\$380,000	
	Survivor-Centered Mobile Advocacy for DV & SA	SS 3.B	\$300,000	-	\$1,750,000	
	System Navigation for Persons with Disabilities and their Caregivers	SS 3.C	-	-	\$281,000	
	Cultural Navigator	SS 3.D	-	-	\$101,000	
Cultivate an Effective Levy Community	Veterans Training Support Center	SS 4.A	\$320,000	-	-	
	VSHSL Core Competencies	SS 4.B	\$10,000	\$10,000	\$10,000	
	County-Wide Non-Profit Wage Survey	SS 4.C	\$20,000	\$20,000	\$20,000	
	Translate Levy Provider Materials & Interpreter Services	SS 4.D	\$10,000	\$30,000	\$20,000	
Technical Assistance and Capacity Building Funds & TACB Reserve						\$791,781
Mitigation of Prorationing Set Aside						\$300,000
5% Maximum for Planning & Administration			\$1,110,807	\$1,110,807	\$1,110,807	
Performance Measurement & Evaluation			\$556,000	\$556,000	\$556,000	
Community Partnership & Communications			\$175,000	\$175,000	\$175,000	
<b>Annual Total Allocation</b>			<b>\$21,837,807</b>	<b>\$22,002,807</b>	<b>\$22,117,807</b>	<b>\$1,091,781</b>
			<b>2023 Allocation Grand Total</b>			<b>\$67,050,203</b>

# Funding the VSHSL Reserve and Priority for Estimated Annual Allocation of Uncommitted Proceeds

**This Implementation Plan’s Estimated Allocations Are Based on the March 2018 OEFA Projection for VSHSL Proceeds**

This plan’s estimated allocations of VSHSL proceeds are based upon projected levy proceeds from King County’s Office of Economic and Financial Analysis (OEFA), specifically using OEFA’s March 2018 forecast.

The following table lists OEFA’s March 2018 Forecast’s projections for VSHSL proceeds in 2019 through 2023.

Office of Economic and Financial Analysis March 2018 Forecast for VSHSL Proceeds (2019-2023)				
2019	2020	2021	2022	2023
\$ 56,113,787	\$ 58,946,405	\$ 61,771,043	\$ 64,693,989	\$ 67,740,215

**Establishing VSHSL Fund Reserve Goals**

The VSHSL 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 2023 without replacement in which case reserve funds will be important to planning for a responsible closeout of VSHSL-funded programs.

Unless otherwise authorized or directed by the King County Office of Performance, Strategy and Budget or its successor entity, the VSHSL shall have a goal of achieving and maintaining a fund reserve equal to two twelfths (16.667 percent) of the following year’s budgeted allocations under this plan. In 2023, the VSHSL’s final year, the reserve goal shall be based on two twelfths of that year’s budgeted allocations under this plan.

Reserves shall be separately calculated for veterans proceeds authorized by Ordinance 18555, Section 4.B.1; seniors proceeds authorized by Ordinance 18555, Section 4.B.2; vulnerable populations proceeds authorized by Ordinance 18555, Section 4.B.3; and technical assistance and capacity building proceeds authorized by Ordinance 18555, Sections 4.A and 4.C.1. Moneys held within the VSHSL fund to comply with Ordinance 18555 Section 4.A to mitigate the effects of possible prorationing shall not be counted when computing the VSHSL’s reserve amounts.

**The Priority for Reallocation of Any Underspent Funds or Uncommitted Funds Shall Be to Fund the VSHSL Fund Reserve**

At the close of each fiscal year, the Veterans, Seniors and Human Services Levy Fund may

contain uncommitted proceeds because of variations in actual levy expenditures, levy collections or potential program sanctions for underperformance or non-compliance. Beginning in 2019 with the close of the 2018 fiscal year, DCHS may reallocate uncommitted VSHSL proceeds in accordance with the process described in this section.

The first priority for all reallocations shall be to fund the VSHSL fund reserve to at least the goal amounts described in this section. If additional uncommitted funds remain after reaching the reserve goal, the board required by the VSHSL Governance Plan shall consider proposals recommended by DCHS or VSHSL staff to, subject to appropriated expenditure authority, reallocate uncommitted funds to any strategy, program or purpose described within this plan, ensuring that funds are used pursuant to the eligible expenditure defined in Ordinance 18555.

Organizations, entities and agencies may also present DCHS with proposals to use reallocated VSHSL funds for VSHSL staff to present to the board required by the VSHSL Governance Plan. Proposals shall be presented in the form of a letter that is properly mailed or emailed to the Director of the Department of Community and Human Services with a copy provided to the staff responsible to oversee the VSHSL.

## Mitigation of Prorating

Ordinance 18555, Section 4.C guides the use of \$300,000 from VSHSL proceeds that must be reserved in every year from 2018 through 2023 to mitigate the VSHSL's impact on metropolitan park districts and fire districts if the levy causes them to be prorated<sup>37</sup>:

[T]he council may by ordinance authorize the expenditure of [the annual \$300,000 of levy proceeds set aside] to mitigate the levy's impact on metropolitan park districts and fire districts to the extent their levies may be prorated as mandated by RCW 84.52.010 and to the extent the prorating was caused by this levy. Metropolitan park districts and fire districts shall use any moneys received under authority of this subsection C. to fund, within their districts, regional health and human services for veterans and military servicemembers and their respective families, seniors and their caregivers and vulnerable populations.

... Unless the council by ordinance otherwise directs, reserved levy proceeds not expended as authorized in subsection C.1 [of Ordinance 18555, Section 4] shall be, no earlier than June 1, 2023, divided in thirds and one third expended for each of the purposes set forth in subsection B.I. through 3. [Ordinance 18555, Section 4].

Authority to direct or otherwise control the expenditure of proceeds set aside each year to mitigate prorating shall be reserved for the Council in accordance with Ordinance 18555. The Executive shall ensure that the VSHSL proceeds set aside to mitigate the levy's impact of metropolitan park districts and fire districts are maintained within the VSHSL fund and are available for eligible use upon action by the Council. Proceeds maintained with the VSHSL fund for this purpose shall not be included when calculating the levy reserves.

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<sup>37</sup> Property tax prorating ("prorating") occurs because taxing districts in Washington have the individual taxing authority to levy rates that, when combined, add to more than the aggregate property tax limit of \$5.90 per thousand dollars of assessed value. When a senior taxing district such as King County levies a new or increased property tax, it can result in junior taxing districts having their levies prorated to a lower rate and therefore receiving less revenue.

## Measuring VSHSL Strategy and Program Performance

Ordinance 18555 requires this plan to describe how the performance of the VSHSL will be measured:

The plan shall also identify and describe: accountability measures, including measurable outcomes or results expected for each of the three populations, which are veterans, seniors and vulnerable populations, across each of the five outcome areas, which are healthy living, housing stability, financial stability, social engagement, service system improvement and service system access, due to the expenditure of levy proceeds; a regular performance monitoring program that will assess and report on how well the veterans, seniors and human services levy is achieving those outcomes; and how this veterans, seniors and human services levy program-specific performance monitoring and reporting will be coordinated with performance monitoring and reporting on other dedicated human service funds, such as the best starts for kids fund and the mental illness and drug dependency fund.

Among the accountability measures shall be the goal of housing seventy-five percent of the number of those seniors, who are also veterans or military servicemembers in King County and who as of the date this ordinance is enacted are homeless, obtain housing. The plan shall also include the methodology of how the number of seniors, who are also veterans or military servicemembers and who were homeless as of the date of the enactment of this ordinance was determined and the methodology to track the number of veterans and military servicemembers who obtain housing over the term of this levy.

The plan shall also provide for the implementation of the tracking. The methodology and plan may be refined from those included in the transition plan required in subsection A. of this section. The plan should describe how performance monitoring and reporting will focus on results and not simply on numbers served.

### Approach and Methodology

The VSHSL uses Results Based Accountability (RBA) as the approach to guide both planning and performance measurement. As previously discussed in this plan's description of VSHSL strategies, the aim of performance measurement is to understand how programs serve their clients, with a focus on outcomes that describe whether and how a client is better off for having received the service.

The VSHSL Performance Measurement Framework described in this section builds on the successful components of the 2012-2017 VHSL Evaluation Implementation Plan. In particular, the 2012-2017 VHSL Evaluation Implementation Plan had a consistent, unified reporting format with clear indications of whether programs were meeting their proposed service levels and outcomes. Continuing the former VHSL's practice, each VSHSL activity will have a program-specific evaluation template that VSHSL staff will post online for public review during the

contract period. Examples of former VSHSL evaluation templates are available online at <http://kingcounty.gov/vhslevy-evaluation>.

There are several areas where the new VSHSL Performance Measurement Framework will also improve the quality and utility of performance measurement. These include:

- Standardized and aligned performance measures that can be combined to measure collective performance of similar programs
- Focus on the impact on clients' lives in addition to the number of clients served
- Transition to improved data reporting and collection methods that will allow VSHSL to analyze performance and report results based on individual client characteristics
- Transition to data collection methods that allow VSHSL to analyze and track performance by race/ethnicity to assess equity and social justice goals.

### **Overarching Principles**

The following overarching principles inform the Performance Measurement Framework, guide data analysis and inform continuous quality improvement for the VSHSL.

#### Grounded in the County's Equity 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 are described clearly. Performance measures are determined in the contract and all 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 engage contractors in commitment to continued program improvement and increased service effectiveness.

#### Integration of Performance Measurement throughout the RFP, Contracting, Implementation and Performance Management Processes

DCHS Performance Measurement and Evaluation staff will work within implementation teams to ensure measurement is integrated in all aspects of program development.

#### Focused on Whether and How Programs Make Their Clients "Better Off"

Whenever possible, the VSHSL will measure changes in clients' lives or experiences in addition to the number of people served.

### Aligned With Other County Policy Initiatives

VSHSL will coordinate approaches to evaluation, contracting, reporting and data collection with BSK and MIDD whenever possible.

### **One Framework, Five Result Areas, Three Populations**

The purposes of the Performance Measurement Framework are twofold. The first purpose is to guide how programs are monitored and adjusted to refine performance and improve client outcomes. This use of the framework is part of the VSHSL's commitment to continuous improvement. The second purpose is to guide a consistent way of reporting individual VSHSL-program performance and summarizing the collective performance of programs in the same result area. Tracking both individual program performance and collective result area performance enables the County to describe the services funded by the VSHSL, assess whether programs are successfully meeting clients' needs, identify areas where program improvement is needed, provide appropriate technical assistance, and determine whether new requests for proposals (RFPs) are needed.

### **Ongoing Program Performance Measurement**

Performance measures will be collected routinely, will be used to summarize how a program is being implemented, and will be responsive and adaptive as programs evolve.<sup>38</sup> Tracking performance measures allows the County to measure what the VSHSL-funded programs accomplish and how the VSHSL-funded programs impact the veterans, seniors and vulnerable populations who are directly served.

The VSHSL performance measures will be modeled on the RBA framework. Where appropriate, programs will measure each of the three domains defined by RBA.

1. **How much did we do?** Quantity of the service provided, such as number of clients served or number of activities by activity type.
2. **How well did we do it?** 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?** Quantity of clients who are better off and how they are better off, such as percent of clients with improved health and well-being or with increased skills, knowledge or changed behaviors.

Core performance measures for each strategy will be included in RFPs. Additional program-specific program performance measures will be finalized in consultation with funded entities. Where appropriate, finalized performance measures will also include performance targets that are finalized in consultation with funded entities. This approach will strengthen partnerships between King County and VSHSL-funded organizations and entities, will support gathering data

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<sup>38</sup> Peter A. Tatin, [Performance Measurement to Evaluation](#). Urban Institute Brief, March 2016

which will help tell stories in addition to capturing quantitative performance, and will capture both the successes and the challenges of VSHSL programs within communities.

### **Use of Performance Measurement in Contract Monitoring**

The VSHSL will define performance measures in the RFP and make refinements during the contract negotiation. Where appropriate, performance measures will include a benchmark to gauge performance. Benchmarks have one of two purposes:

- 1) They can define by what measure programs will be assessed as successful or subject to capacity building and possible sanction.
- 2) They provide goals to encourage continuous quality improvement, capacity building, appropriate technical assistance and stronger collaboration.

Programs that are assessed as underperforming will be engaged by VSHSL staff to support program improvement and understand barriers to performance. VSHSL staff will have the ability to deploy VSHSL capacity building funds to provide targeted interventions to support partner entities in improving performance. When programs consistently underperform, VSHSL staff will determine whether continued capacity building and technical assistance are likely to improve program performance. VSHSL staff may also recover VSHSL proceeds consistent with contract terms. In cases of consistent program underperformance, VSHSL staff may also halt a program's activities and re-procure the services from a different contracted community-based organization to execute the program.

### **Performance Measurement Data Collection**

In the 2012-2017 VHSL, performance measures were collected using aggregate program data. This meant that services and outcomes performance could not be disaggregated by race, ethnicity or other key demographic factors. Aggregate data collection also prohibited staff from analyzing unique individuals served across the VHSL.

Beginning in 2019, the VSHSL will require contractors, unless exempted, to submit individual-level data for reporting. At the time of writing this plan, DCSH is working with King County Department of Information Technology (KCIT) to develop a method to allow other entities to securely report individual-level data to King County.

With individual-level data, the VSHSL will be able to disaggregate measures of how much, how well and if anyone is better off by race, ethnicity or other important demographics at both the program level and in combination across programs. The VSHSL will also be able to report a better estimate of the unduplicated numbers of clients served. This statistic will be an estimate because it will not be possible to de-duplicate clients who are reported anonymously, such as survivors of domestic violence or recipients of legal services.

It is important to note that data collection and performance measures for 2018 contracts that are continuations of 2017 bodies of work will follow the 2012-2017 Evaluation Plan per Ordinance 18638. This ordinance, passed on December 11, 2017, adopted the VSHSL Transition Plan to govern VSHSL proceeds in 2018.

**Measuring VSHSL Performance**

Whenever possible, performance measures will be standardized across all programs with similar purpose. The collective performance of the VSHSL can be described by reporting and rolling up the performance measures for all programs with that same purpose.

The following tables provide preliminary draft performance measures for each program within this plan. These performance measures are identified as preliminary drafts to allow for the procurement process associated with each strategy or program to first identify the specific method by which a program’s intended effect will be pursued, which will then allow VSHSL contract monitoring staff, VSHSL performance measurement staff and staff from the partnered organization to negotiate and agree upon finalized performance measures for all VSHSL-funded activities.

The programs and strategies will vary for each of the population groups, depending on the needs of each. For this reason, collective performance measures can be reported for either the VSHSL as a whole or separately for each population.

**Provisional Draft Performance Measures for Housing Stability Programs**

The provisional draft performance measures included in the tables below are not final. In most cases, finalization of performance measures for each program will require consideration of the prevailing responses to requests for proposal. In all cases, finalization of performance measures for each program will require negotiation with the organization or entity. Upon finalization of contracts and memoranda of agreement for execution of VSHSL programs, final performance measurement templates will be completed, posted online for public review, and form the basis for annual performance reporting. For examples of the former VSHSL’s evaluation templates that will serve as the basis for VSHSL evaluation templates, please see <http://kingcounty.gov/vhslevy-evaluation>.

<b>HS 1</b>	<b>Build, Preserve and Operate Affordable Housing and Navigation Centers</b>	
	Measurable for veterans, seniors and vulnerable populations	
	<b>How Much?</b>	<b>How Well?</b>
<ul style="list-style-type: none"> <li>• # of new affordable housing units built</li> <li>• # of affordable housing units preserved</li> <li>• # of affordable housing units operated</li> <li>• # of navigation center shelter beds operated</li> </ul>	<ul style="list-style-type: none"> <li>• % occupancy of shelter beds</li> <li>• Y/N: Veteran-specific navigation center built and operated</li> <li>• % follow up survey respondents with positive response to “Did we treat you well?”</li> <li>• Rate of program staff retention</li> <li>• Y/N: Key program materials translated?</li> <li>• Client demographic analysis</li> </ul>	

<b>How are Persons Served Better Off?</b>
<ul style="list-style-type: none"> <li>• % who maintained housing or exited to permanent housing</li> </ul>

<b>HS 2.A</b>	<b>Master Leasing</b>	
	Measurable for veterans, seniors and vulnerable populations	
	<b>How Much?</b>	<b>How Well?</b>
	<ul style="list-style-type: none"> <li>• # units master leased</li> <li>• # persons housed</li> <li>• # VASH/Section 8 holders housed</li> </ul>	<ul style="list-style-type: none"> <li>• # of master leased units occupied</li> <li>• Vacancy rate of master leased units</li> <li>• % follow up survey respondents with positive response to “Did we treat you well?”</li> <li>• Rate of program staff retention</li> <li>• Y/N: Key program materials translated?</li> <li>• Client demographic analysis</li> </ul>
	<b>How are Persons Served Better Off?</b>	
	<ul style="list-style-type: none"> <li>• % positive responses to “Did we help you with your problems?”</li> </ul>	

<b>HS 2.B</b>	<b>Shallow Rent Subsidy</b>	
	Measurable for veterans, seniors and vulnerable populations	
	<b>How Much?</b>	<b>How Well?</b>
	<ul style="list-style-type: none"> <li>• # served</li> <li>• Average amount of subsidy</li> </ul>	<ul style="list-style-type: none"> <li>• % follow up survey respondents with positive response to “Did we treat you well?”</li> <li>• Rate of program staff retention</li> <li>• Y/N: Key program materials translated?</li> <li>• Client demographic analysis</li> </ul>
	<b>How are Persons Served Better Off?</b>	
	<ul style="list-style-type: none"> <li>• % positive responses to “Did you get the help you were looking for?”</li> </ul>	

<b>HS 3.A</b>	<b>Senior Home Repair and Age-In-Place Home Modifications</b>	
	Measurable for seniors and veterans	
	<b>How Much?</b>	<b>How Well?</b>
	<ul style="list-style-type: none"> <li>• Average cost of repair</li> <li>• # of homes repaired</li> <li>• # of homes modified</li> </ul>	<ul style="list-style-type: none"> <li>• % follow up survey respondents with positive response to “Did we treat you well?”</li> <li>• Rate of program staff retention</li> <li>• Y/N: Key program materials translated?</li> </ul>

<ul style="list-style-type: none"> <li>• Client demographic analysis</li> </ul>
<b>How are Persons Served Better Off?</b>
<ul style="list-style-type: none"> <li>• Qualitative assessment of benefits</li> </ul>

<b>HS 3.B</b>	<b>Adaptive Devices, Training and Counseling</b>	
	Measurable for seniors and vulnerable populations	
	<b>How Much?</b>	<b>How Well?</b>
	<ul style="list-style-type: none"> <li>• # served</li> </ul>	<ul style="list-style-type: none"> <li>• % follow up survey respondents with positive response to “Did we treat you well?”</li> <li>• Rate of program staff retention</li> <li>• Y/N: Key program materials translated?</li> <li>• Client demographic analysis</li> </ul>
	<b>How are Persons Served Better Off?</b>	
	<ul style="list-style-type: none"> <li>• Qualitative assessment of benefits</li> </ul>	

<b>HS 4</b>	<b>Navigate Homeless Veterans to Housing</b>	
	Measurable for veterans	
	<b>How Much?</b>	<b>How Well?</b>
	<ul style="list-style-type: none"> <li>• # of navigated</li> <li>• Amount of funds administered by King County in an effort to house homeless senior veterans</li> </ul>	<ul style="list-style-type: none"> <li>• % follow up survey respondents with positive response to “Did we treat you well?”</li> <li>• Rate of program staff retention</li> <li>• Y/N: Key program materials translated?</li> <li>• Client demographic analysis</li> </ul>
	<b>How are Persons Served Better Off?</b>	
	<ul style="list-style-type: none"> <li>• #/% of veteran program clients who receive housing</li> <li>• # of senior homeless veterans who are housed</li> </ul>	

<b>HS 5.A</b>	<b>Housing Counseling and Foreclosure Prevention</b>	
	Measurable for veterans, seniors and vulnerable populations	
	<b>How Much?</b>	<b>How Well?</b>
	<ul style="list-style-type: none"> <li>• # served</li> </ul>	<ul style="list-style-type: none"> <li>• % follow up survey respondents with positive response to “Did we treat you well?”</li> <li>• Rate of program staff retention</li> <li>• Y/N: Key program materials translated?</li> </ul>

<ul style="list-style-type: none"> <li>Client demographic analysis</li> </ul>
<b>How are Persons Served Better Off?</b>
<ul style="list-style-type: none"> <li>TBD based on service model proposed by prevailing RFP respondent</li> </ul>

<b>HS 5.B</b>	<b>Alternative Dispute Resolution</b>	
	Measurable for veterans, seniors and vulnerable populations	
<b>How Much?</b>	<b>How Well?</b>	
<ul style="list-style-type: none"> <li># persons served</li> </ul>	<ul style="list-style-type: none"> <li>% follow up survey respondents with positive response to “Did we treat you well?”</li> <li>Rate of program staff retention</li> <li>Y/N: Key program materials translated?</li> <li>Client demographic analysis</li> </ul>	
<b>How are Persons Served Better Off?</b>		
<ul style="list-style-type: none"> <li>#/% of successful mediations or arbitrations</li> </ul>		

<b>HS 5.C</b>	<b>Housing Stability Legal Aid</b>	
	Measurable for veterans, seniors and vulnerable populations	
<b>How Much?</b>	<b>How Well?</b>	
<ul style="list-style-type: none"> <li># persons seeking service</li> <li># persons who become clients for advice or limited representation</li> <li># of persons who become clients for full/ongoing representation</li> </ul>	<ul style="list-style-type: none"> <li>% follow up survey respondents with positive response to “Did we treat you well?”</li> <li>Rate of program staff retention</li> <li>Y/N: Key program materials translated?</li> <li>Client demographic analysis</li> </ul>	
<b>How are Persons Served Better Off?</b>		
<ul style="list-style-type: none"> <li>#/% of cases with successful legal outcomes</li> </ul>		

<b>HS 5.D</b>	<b>Housing Stability Program</b>	
	Measurable for veterans, seniors and vulnerable populations	
<b>How Much?</b>	<b>How Well?</b>	
<ul style="list-style-type: none"> <li># served</li> </ul>	<ul style="list-style-type: none"> <li>% follow up survey respondents with positive response to “Did we treat you well?”</li> <li>Rate of program staff retention</li> </ul>	

<ul style="list-style-type: none"> <li>• Y/N: Key program materials translated?</li> <li>• Client demographic analysis</li> </ul>
<b>How are Persons Served Better Off?</b>
<ul style="list-style-type: none"> <li>• #/% persons served who do not seek homeless services within 6 months of service</li> </ul>

<b>HS 6</b>	<b>Promote Home Ownership</b> Measurable for veterans and vulnerable populations	
<b>How Much?</b>	<b>How Well?</b>	
<ul style="list-style-type: none"> <li>• # served</li> </ul>	<ul style="list-style-type: none"> <li>• % follow up survey respondents with positive response to “Did we treat you well?”</li> <li>• Rate of program staff retention</li> <li>• Y/N: Key program materials translated</li> <li>• Client demographic analysis</li> </ul>	
<b>How are Persons Served Better Off?</b>		
<ul style="list-style-type: none"> <li>• # of persons who become home owners with program assistance</li> </ul>		

<b>HS 7.A Forensic Supportive Housing Models</b> Measurable for vulnerable populations	
How Much?	How Well?
<ul style="list-style-type: none"> <li># served</li> </ul>	<ul style="list-style-type: none"> <li>% follow up survey respondents with positive response to “Did we treat you well?”</li> <li>Rate of program staff retention</li> <li>Y/N: Key program materials translated</li> <li>Client demographic analysis</li> </ul>
<b>How are Persons Served Better Off?</b>	
<ul style="list-style-type: none"> <li># program participants housed</li> </ul>	

<b>HS 7.B Passage Point</b> Measurable for vulnerable populations	
How Much?	How Well?
<ul style="list-style-type: none"> <li># local projects funded</li> </ul>	<ul style="list-style-type: none"> <li>% follow up survey respondents with positive response to “Did we treat you well?”</li> <li>Rate of program staff retention</li> <li>Y/N: Key program materials translated</li> <li>Client demographic analysis</li> </ul>
<b>How are Persons Served Better Off?</b>	
<ul style="list-style-type: none"> <li>% who maintained housing or exited to permanent housing</li> </ul>	

<b>HS 8 Support Local Solutions</b> Measurable for vulnerable populations	
How Much?	How Well?
<ul style="list-style-type: none"> <li># of projects</li> </ul>	<ul style="list-style-type: none"> <li>% follow up survey respondents with positive response to “Did we treat you well?”</li> <li>Rate of program staff retention</li> <li>Y/N: Key program materials translated</li> <li>Client demographic analysis</li> </ul>
<b>How are Persons Served Better Off?</b>	
<ul style="list-style-type: none"> <li>Amount of local funds contributed</li> <li>Qualitative assessment of benefits</li> </ul>	

## Provisional-Draft Performance Measures for Financial Stability Programs

The provisional draft performance measures included in the tables below are not final. In most cases, finalization of performance measures for each program will require consideration of the prevailing responses to requests for proposal. In all cases, finalization of performance measures for each program will require negotiation with the entity. Upon finalization of contracts and memoranda of agreement for execution of VSHSL programs, final performance measurement templates will be completed, posted online for public review, and form the basis for annual performance reporting. For examples of the former VHSL’s evaluation templates that will serve as the basis for VSHSL evaluation templates, please see <http://kingcounty.gov/vhslevy-evaluation>.

<b>FS 1.A</b>	<b>Employment Training, Placement and Support</b>
Measurable for seniors and vulnerable populations (veterans employment strategies will be executed by the King County Veterans Program)	
<b>How Much?</b>	<b>How Well?</b>
<ul style="list-style-type: none"> <li># persons served</li> </ul>	<ul style="list-style-type: none"> <li>% follow up survey respondents with positive response to “Did we treat you well?”</li> <li>Rate of program staff retention</li> <li>Y/N: Key program materials translated?</li> <li>Client demographic analysis</li> </ul>
<b>How are Persons Served Better Off?</b>	
<ul style="list-style-type: none"> <li>% and amount of increase in household income (comparing pre-program to post-program)</li> <li>% who gain employment</li> </ul>	

<b>FS 1.B</b>	<b>King County Veterans Fellowship</b>
Measurable for veterans	
<b>How Much?</b>	<b>How Well?</b>
<ul style="list-style-type: none"> <li># veterans who become fellows</li> <li># of fellowship recruiting activates or events</li> </ul>	<ul style="list-style-type: none"> <li>% of available fellowships filled</li> <li>% follow up survey respondents with positive response to “Did we treat you well?”</li> <li>Rate of program staff retention</li> <li>Y/N: Key program materials translated?</li> <li>Client demographic analysis</li> </ul>
<b>How are Persons Served Better Off?</b>	
<ul style="list-style-type: none"> <li># of veterans who gain follow-on employment at King County within six months of fellowship</li> </ul>	

- Hourly wage of veterans while fellows
- % change of King County fellowship hosts perceptions of veterans' value in the work place (pre-post)

<b>FS 1.C</b>	<b>Leverage Government Benefits</b>	
	Measurable for veterans, seniors and vulnerable populations	
	<b>How Much?</b>	<b>How Well?</b>
	<ul style="list-style-type: none"> <li>• # persons seeking service</li> <li>• # persons who become clients for advice or limited representation</li> <li>• # of persons who become clients for full/ongoing representation</li> </ul>	<ul style="list-style-type: none"> <li>• # of clients referred from another VSHSL-funded program</li> <li>• % follow up survey respondents with positive response to "Did we treat you well?"</li> <li>• Rate of program staff retention</li> <li>• Y/N: Key program materials translated?</li> <li>• Client demographic analysis</li> </ul>
	<b>How are Persons Served Better Off?</b>	
	<ul style="list-style-type: none"> <li>• #/% of clients with a successful legal outcome</li> <li>• Amount/% of change in income resulting from legal assistance</li> </ul>	

<b>FS 2</b>	<b>Promote Financial Literacy</b>	
	Measurable for seniors and vulnerable populations	
	<b>How Much?</b>	<b>How Well?</b>
	<ul style="list-style-type: none"> <li>• # persons counseled or trained</li> </ul>	<ul style="list-style-type: none"> <li>• % follow up survey respondents with positive response to "Did we treat you well?"</li> <li>• Rate of program staff retention</li> <li>• Y/N: Key program materials translated?</li> <li>• Client demographic analysis</li> </ul>
	<b>How are Persons Served Better Off?</b>	
	<ul style="list-style-type: none"> <li>• #/% of persons who feel more able to avoid financial predation and able to participate in beneficial financial system (pre-post)</li> </ul>	

<b>FS 3.A</b>		<b>Vet Corps</b> Measurable for veterans	
<b>How Much?</b>		<b>How Well?</b>	
<ul style="list-style-type: none"> <li># student veterans engaged</li> </ul>		<ul style="list-style-type: none"> <li>% of King County campuses with a Vet Corps rep</li> <li>% follow up survey respondents with positive response to “Did we treat you well?”</li> <li>Rate of program staff retention</li> <li>Y/N: Key program materials translated?</li> <li>Client demographic analysis</li> </ul>	
<b>How are Persons Served Better Off?</b>			
<ul style="list-style-type: none"> <li>#/% of student veterans who report remaining enrolled or graduate because of Vet Corps services</li> <li>% positive responses to “Did you get the help you were looking for?”</li> </ul>			

<b>FS 3.B</b>		<b>Student Veteran Child Care Pilot</b> Measurable for veterans	
<b>How Much?</b>		<b>How Well?</b>	
<ul style="list-style-type: none"> <li># student veterans served</li> <li>Average amount of assistance payments</li> <li># of children who receive care</li> </ul>		<ul style="list-style-type: none"> <li>% follow up survey respondents with positive response to “Did we treat you well?”</li> <li>Rate of program staff retention</li> <li>Y/N: Key program materials translated?</li> <li>Client demographic analysis</li> </ul>	
<b>How are Persons Served Better Off?</b>			
<ul style="list-style-type: none"> <li>#/% of student veterans who report remaining enrolled or graduate because of Vet Corps services</li> <li>% positive responses to “Did you get the help you were looking for?”</li> </ul>			

<b>FS 4</b>	<b>Enhance the King County Veterans Program</b>	
	Measurable for veterans	
	<b>How Much?</b>	<b>How Well?</b>
	<ul style="list-style-type: none"> <li>• # of veterans served</li> <li>• Amount of financial assistance provided</li> <li>• # of case management engagements</li> </ul>	<ul style="list-style-type: none"> <li>• # of partner organizations regularly present</li> <li>• #/% of women veterans served</li> <li>• % follow up survey respondents with positive response to “Did we treat you well?”</li> <li>• Rate of program staff retention</li> <li>• Y/N: Key program materials translated?</li> <li>• Client demographic analysis</li> </ul>
<b>How are Persons Served Better Off?</b>		
<ul style="list-style-type: none"> <li>• Amount/% of change in income for veterans seeking employment assistance (pre-post)</li> <li>• #/% of veterans seeking referral and receiving services from referred-to organization</li> <li>• # veterans sheltered from KCVP referral</li> <li>• # of senior homeless veterans housed</li> </ul>		

## Provisional-Draft Performance Measures for Social Engagement Programs

The provisional draft performance measures included in the tables below are not final. In most cases, finalization of performance measures for each program will require consideration of the prevailing responses to requests for proposal. In all cases, finalization of performance measures for each program will require negotiation with the entity. Upon finalization of contracts and memoranda of agreement for execution of VSHSL programs, final performance measurement templates will be completed, posted online for public review, and form the basis for annual performance reporting. For examples of the former VHSL’s evaluation templates that will serve as the basis for VSHSL evaluation templates, please see <http://kingcounty.gov/vhslevy-evaluation>.

<b>SE 1.A</b>	<b>Incarcerated Veteran Case Management</b>	
	Measurable for veterans	
	How Much?	How Well?
	<ul style="list-style-type: none"> <li># incarcerated veterans identified</li> </ul>	<ul style="list-style-type: none"> <li>% follow up survey respondents with positive response to “Did we treat you well?”</li> <li>Rate of program staff retention</li> <li>Y/N: Key program materials translated?</li> <li>Client demographic analysis</li> </ul>
	<b>How are Persons Served Better Off?</b>	
	<ul style="list-style-type: none"> <li>% connected to housing or other services after release</li> </ul>	

<b>SE 1.B</b>	<b>MRJC Veterans Program and Community Reentry Spanning Supports</b>	
	Measurable for veterans	
	How Much?	How Well?
	<ul style="list-style-type: none"> <li># participants</li> </ul>	<ul style="list-style-type: none"> <li>% follow up survey respondents with positive response to “Did we treat you well?”</li> <li>Rate of program staff retention</li> <li>Y/N: Key program materials translated?</li> <li>Client demographic analysis</li> </ul>
	<b>How are Persons Served Better Off?</b>	
	<ul style="list-style-type: none"> <li>#/% of veterans who continue reentry services after release</li> </ul>	

<b>SE 1.C</b> <b>Vulnerable Population Reentry Spanning Supports</b>	
Measurable for vulnerable populations	
How Much?	How Well?
<ul style="list-style-type: none"> <li># Participants</li> </ul>	<ul style="list-style-type: none"> <li>% follow up survey respondents with positive response to “Did we treat you well?”</li> <li>Rate of program staff retention</li> <li>Y/N: Key program materials translated?</li> <li>Client demographic analysis</li> </ul>
How are Persons Served Better Off?	
<ul style="list-style-type: none"> <li>#/% of persons who continue reentry services after release</li> </ul>	

<b>SE 2</b> <b>Caregiver Community Building</b>	
Measurable for veterans, seniors and vulnerable populations	
How Much?	How Well?
<ul style="list-style-type: none"> <li># served</li> </ul>	<ul style="list-style-type: none"> <li>% follow up survey respondents with positive response to “Did we treat you well?”</li> <li>Rate of program staff retention</li> <li>Y/N: Key program materials translated?</li> <li>Client demographic analysis</li> </ul>
How are Persons Served Better Off?	
<ul style="list-style-type: none"> <li>TBD based on service model proposed by prevailing RFP respondent</li> </ul>	

<b>SE 2.B</b> <b>Caregiver Respite</b>	
Measurable for seniors and vulnerable populations	
How Much?	How Well?
<ul style="list-style-type: none"> <li># served</li> <li># respite hours</li> </ul>	<ul style="list-style-type: none"> <li>% follow up survey respondents with positive response to “Did we treat you well?”</li> <li>Rate of program staff retention</li> <li>Y/N: Key program materials translated?</li> <li>Client demographic analysis</li> </ul>
How are Persons Served Better Off?	
<ul style="list-style-type: none"> <li>Qualitative assessment of benefits</li> </ul>	

<b>SE 2.C</b>	<b>Kinship Care Supports</b>
	Measurable for seniors
	<b>How Much?</b>
	<b>How Well?</b>
<ul style="list-style-type: none"> <li># served</li> </ul>	<ul style="list-style-type: none"> <li>% follow up survey respondents with positive response to “Did we treat you well?”</li> <li>Rate of program staff retention</li> <li>Y/N: Key program materials translated?</li> <li>Client demographic analysis</li> </ul>
<b>How are Persons Served Better Off?</b>	
<ul style="list-style-type: none"> <li>TBD based on service model proposed by prevailing RFP respondent</li> </ul>	
<b>SE 3</b>	<b>Transform Senior Centers</b>
	Measurable for veterans seniors
	<b>How Much?</b>
	<b>How Well?</b>
<ul style="list-style-type: none"> <li># served</li> </ul>	<ul style="list-style-type: none"> <li>% follow up survey respondents with positive response to “Did we treat you well?”</li> <li>Rate of program staff retention</li> <li>Y/N: Key program materials translated?</li> <li>Client demographic analysis</li> </ul>
<b>How are Persons Served Better Off?</b>	
<ul style="list-style-type: none"> <li>Qualitative assessment of benefits Description of operational changes and service increases made possible by the levy</li> </ul>	

<b>SE 4.A</b>	<b>Senior Virtual Villages</b>
	Measurable for seniors
	<b>How Much?</b>
	<b>How Well?</b>
<ul style="list-style-type: none"> <li># created</li> <li># operated</li> </ul>	<ul style="list-style-type: none"> <li>% follow up survey respondents with positive response to “Did we treat you well?”</li> <li>Rate of program staff retention</li> <li>Y/N: Key program materials translated?</li> <li>Client demographic analysis</li> </ul>
<b>How are Persons Served Better Off?</b>	
<ul style="list-style-type: none"> <li>#/% low-income seniors who participate</li> </ul>	

<b>SE 4.B</b>	<b>Veterans, Servicemembers and Family Community Building</b>	
	Measurable for veterans	
	<b>How Much?</b>	<b>How Well?</b>
	<ul style="list-style-type: none"> <li># served</li> <li># convenings held</li> </ul>	<ul style="list-style-type: none"> <li>% increase in attendance</li> <li>% follow up survey respondents with positive response to “Did we treat you well?”</li> <li>Rate of program staff retention</li> <li>Y/N: Key program materials translated?</li> <li>Client demographic analysis</li> </ul>
	<b>How are Persons Served Better Off?</b>	
	<ul style="list-style-type: none"> <li>TBD based on service model proposed by prevailing RFP respondent</li> </ul>	

<b>SE 5</b>	<b>Understand Community Priorities</b>	
	Measurable for veterans, seniors and vulnerable populations	
	<b>How Much?</b>	<b>How Well?</b>
	<ul style="list-style-type: none"> <li># reports commissioned</li> </ul>	<ul style="list-style-type: none"> <li>Y/N: Key program materials translated?</li> <li>Fidelity to reporting method and requirements</li> </ul>
	<b>How are Persons Served Better Off?</b>	
	<ul style="list-style-type: none"> <li>TBD based on service model proposed by prevailing RFP respondent</li> </ul>	

<b>SE 6</b>	<b>Support Legal Services for King County Residents who are Immigrants and Refugees</b>	
	Measurable for vulnerable populations	
	<b>How Much?</b>	<b>How Well?</b>
	<ul style="list-style-type: none"> <li># served</li> </ul>	<ul style="list-style-type: none"> <li>% follow up survey respondents with positive response to “Did we treat you well?”</li> <li>Rate of program staff retention</li> <li>Y/N: Key program materials translated?</li> <li>Client demographic analysis</li> </ul>
	<b>How are Persons Served Better Off?</b>	
	<ul style="list-style-type: none"> <li>TBD based on service model proposed by prevailing RFP respondent</li> </ul>	

**Provisional-Draft Performance Measures for Healthy Living Programs**

The provisional draft performance measures included in the tables below are not final. In most cases, finalization of performance measures for each program will require consideration of the prevailing responses to requests for proposal. In all cases, finalization of performance measures for each program will require negotiation with the entity. Upon finalization of contracts and memoranda of agreement for execution of VSHSL programs, final performance measurement templates will be completed, posted online for public review, and form the basis for annual performance reporting. For examples of the former VHSL’s evaluation templates that will serve as the basis for VSHSL evaluation templates, please see <http://kingcounty.gov/vhslevy-evaluation>.

<b>HL 1.A Senior Depression Intervention</b> Measurable for seniors	
<b>How Much?</b>	<b>How Well?</b>
<ul style="list-style-type: none"> <li># served</li> </ul>	<ul style="list-style-type: none"> <li>% follow up survey respondents with positive response to “Did we treat you well?”</li> <li>Rate of program staff retention</li> <li>Y/N: Key program materials translated?</li> <li>Client demographic analysis</li> </ul>
<b>How are Persons Served Better Off?</b>	
<ul style="list-style-type: none"> <li>% experiencing reduced symptoms</li> </ul>	

<b>HL 1.B Maternal Depression Reduction</b> Measurable for vulnerable populations	
<b>How Much?</b>	<b>How Well?</b>
<ul style="list-style-type: none"> <li># screened</li> </ul>	<ul style="list-style-type: none"> <li>% follow up survey respondents with positive response to “Did we treat you well?”</li> <li>Rate of program staff retention</li> <li>Y/N: Key program materials translated?</li> <li>Client demographic analysis</li> </ul>
<b>How are Persons Served Better Off?</b>	
<ul style="list-style-type: none"> <li>% screened positive and got treatment</li> <li>% treated with symptom reduction</li> </ul>	

<b>HL 1.C</b>	<b>Veterans PTSD, MST and End of Life Counseling</b>	
	Measurable for veterans	
	<b>How Much?</b>	<b>How Well?</b>
	<ul style="list-style-type: none"> <li>• # persons seeking service</li> <li>• # hours of treatment</li> </ul>	<ul style="list-style-type: none"> <li>• # of clients referred from another VSHSL-funded program</li> <li>• % follow up survey respondents with positive response to “Did we treat you well?”</li> <li>• Rate of program staff retention</li> <li>• Y/N: Key program materials translated?</li> <li>• Client demographic analysis</li> </ul>
	<b>How are Persons Served Better Off?</b>	
	<ul style="list-style-type: none"> <li>• % with reduced symptoms</li> </ul>	

<b>HL 1.D</b>	<b>Military Family Counseling</b>	
	Measurable for veterans	
	<b>How Much?</b>	<b>How Well?</b>
	<ul style="list-style-type: none"> <li>• # persons counseled</li> </ul>	<ul style="list-style-type: none"> <li>• % follow up survey respondents with positive response to “Did we treat you well?”</li> <li>• Rate of program staff retention</li> <li>• Y/N: Key program materials translated?</li> <li>• Client demographic analysis</li> </ul>
	<b>How are Persons Served Better Off?</b>	
	<ul style="list-style-type: none"> <li>• % with reduced symptoms</li> </ul>	

<b>HL 1.E</b>	<b>Sobering and Emergency Services Patrol</b>	
	Measurable for vulnerable populations	
	<b>How Much?</b>	<b>How Well?</b>
	<ul style="list-style-type: none"> <li>• # of encounters</li> </ul>	<ul style="list-style-type: none"> <li>• Rate of program staff retention</li> <li>• Y/N: Key program materials translated?</li> <li>• Client demographic analysis</li> </ul>
	<b>How are Persons Served Better Off?</b>	
	<ul style="list-style-type: none"> <li>• # diversions to sobering center</li> </ul>	

<b>HL 1.F Veterans Court Clinician and Mentor Coordinator</b>	
Measurable for veterans	
How Much?	How Well?
<ul style="list-style-type: none"> <li># veterans screened</li> <li># veterans mentored</li> </ul>	<ul style="list-style-type: none"> <li># volunteer mentors</li> <li>% follow up survey respondents with positive response to “Did we treat you well?”</li> <li>Rate of program staff retention</li> <li>Y/N: Key program materials translated?</li> <li>Client demographic analysis</li> </ul>
How are Persons Served Better Off?	
<ul style="list-style-type: none"> <li>#/% participants connected with a mentor</li> </ul>	

<b>HL 1.G Behavioral Health Integration</b>	
Measurable for veterans, seniors and vulnerable populations	
How Much?	How Well?
<ul style="list-style-type: none"> <li># screened</li> </ul>	<ul style="list-style-type: none"> <li>% follow up survey respondents with positive response to “Did we treat you well?”</li> <li>Rate of program staff retention</li> <li>Y/N: Key program materials translated?</li> <li>Client demographic analysis</li> </ul>
How are Persons Served Better Off?	
<ul style="list-style-type: none"> <li>#/% clients who screened positive and receive treatment</li> <li>% with reduced symptoms</li> </ul>	

<b>HL 1.H Geriatric Regional Assessment Team (GRAT) 2.0</b>	
Measurable for seniors	
How Much?	How Well?
<ul style="list-style-type: none"> <li># served</li> </ul>	<ul style="list-style-type: none"> <li>% follow up survey respondents with positive response to “Did we treat you well?”</li> <li>Rate of program staff retention</li> <li>Y/N: Key program materials translated?</li> <li>Client demographic analysis</li> </ul>
How are Persons Served Better Off?	
<ul style="list-style-type: none"> <li>TBD based on service model proposed by prevailing RFP respondent</li> </ul>	

<b>HL 2.A Evidence-Based Senior Health Promotion</b>	
Measurable for seniors	
How Much?	How Well?
<ul style="list-style-type: none"> <li># served</li> <li># of classes/training iterations</li> </ul>	<ul style="list-style-type: none"> <li>% follow up survey respondents with positive response to “Did we treat you well?”</li> <li>Rate of program staff retention</li> <li>Y/N: Key program materials translated?</li> <li>Client demographic analysis</li> </ul>
How are Persons Served Better Off?	
<ul style="list-style-type: none"> <li>TBD based on service model proposed by prevailing RFP respondent</li> <li>% with improve health outcomes (analyzed by demographics)</li> </ul>	

<b>HL 2.B Housing Health Outreach Team</b>	
Measurable for seniors and vulnerable populations	
How Much?	How Well?
<ul style="list-style-type: none"> <li># served</li> </ul>	<ul style="list-style-type: none"> <li># clients served in system-connected housing</li> <li>% follow up survey respondents with positive response to “Did we treat you well?”</li> <li>Rate of program staff retention</li> <li>Y/N: Key program materials translated?</li> <li>Client demographic analysis</li> </ul>
How are Persons Served Better Off?	
<ul style="list-style-type: none"> <li>% clients self-managing chronic conditions</li> <li>% clients linked to primary care</li> </ul>	

<b>HL 2.C Mobile Meal Delivery for Seniors</b>	
Measurable for seniors	
How Much?	How Well?
<ul style="list-style-type: none"> <li># homes visited for delivery</li> </ul>	<ul style="list-style-type: none"> <li>% follow up survey respondents with positive response to “Did we treat you well?”</li> <li>Rate of program staff retention</li> <li>Y/N: Key program materials translated?</li> <li>Client demographic analysis</li> </ul>
How are Persons Served Better Off?	
<ul style="list-style-type: none"> <li># meals delivered</li> </ul>	

- Qualitative assessment of benefits

<b>HL 2.D</b> <b>Connections to In-Home Care</b> Measurable for seniors	
How Much?	How Well?
<ul style="list-style-type: none"> <li>• # served</li> </ul>	<ul style="list-style-type: none"> <li>• # care connections made through program</li> <li>• % follow up survey respondents with positive response to “Did we treat you well?”</li> <li>• Rate of program staff retention</li> <li>• Y/N: Key program materials translated?</li> <li>• Client demographic analysis</li> </ul>
<b>How are Persons Served Better Off?</b>	
<ul style="list-style-type: none"> <li>• TBD based on service model proposed by prevailing RFP respondent</li> </ul>	

<b>HL 3.A</b> <b>Countywide Sexual Assault, Domestic Violence and Commercial Sexual Exploitation Prevention Pilot</b> Measurable for vulnerable populations	
How Much?	How Well?
<ul style="list-style-type: none"> <li>• TBD based on service model proposed by prevailing RFP respondent</li> </ul>	<ul style="list-style-type: none"> <li>• Rate of program staff retention</li> <li>• Y/N: Key program materials translated?</li> <li>• Client demographic analysis</li> </ul>
<b>How are Persons Served Better Off?</b>	
<ul style="list-style-type: none"> <li>• TBD based on service model proposed by prevailing RFP respondent</li> </ul>	

<b>HL 3.B</b> <b>Elder Abuse Multi-Disciplinary Team</b> Measurable for seniors	
How Much?	How Well?
<ul style="list-style-type: none"> <li>• # of cases investigated</li> <li>• # of cases resulting in prosecution</li> <li>• # of cases resulting in non-legal system resolution</li> </ul>	<ul style="list-style-type: none"> <li>• Rate of program staff retention</li> <li>• Y/N: Key program materials translated?</li> <li>• Client demographic analysis</li> </ul>
<b>How are Persons Served Better Off?</b>	
<ul style="list-style-type: none"> <li>• Qualitative assessment of benefits</li> </ul>	

**HL 3.C** **Support Community Strategies to Address Gun Violence**

Measurable for all three target populations	
<b>How Much?</b>	<b>How Well?</b>
<ul style="list-style-type: none"> <li>TBD based on service model proposed by prevailing RFP respondent</li> </ul>	<ul style="list-style-type: none"> <li># persons engaged</li> <li>Change in measures of gun-related violence among the populations</li> </ul>
<b>How are Persons Served Better Off?</b>	
<ul style="list-style-type: none"> <li>TBD based on service model proposed by prevailing RFP respondent</li> </ul>	

<b>HL 4.A</b>	<b>Nurse Family Partnership</b> Measurable for vulnerable populations
<ul style="list-style-type: none"> <li>To support consolidated reporting with Best Starts for Kids, performance measures for this program will be defined and monitored by Best Starts for Kids</li> </ul>	

<b>HL 4.B</b>	<b>Healthy Start</b> Measurable for vulnerable populations
<ul style="list-style-type: none"> <li>To support consolidated reporting with Best Starts for Kids, performance measures for this program will be defined and monitored by Best Starts for Kids</li> </ul>	

<b>HL 4.C</b>	<b>Parent Education and Support</b> Measurable for vulnerable populations
<ul style="list-style-type: none"> <li>To support consolidated reporting with Best Starts for Kids, performance measures for this program will be defined and monitored by Best Starts for Kids</li> </ul>	

## Provisional-Draft Performance Measures for Service System Access and Improvement Programs

The provisional draft performance measures included in the tables below are not final. In most cases, finalization of performance measures for each program will require consideration of the prevailing responses to requests for proposal. In all cases, finalization of performance measures for each program will require negotiation with the entity. Upon finalization of contracts and memoranda of agreement for execution of VSHSL programs, final performance measurement templates will be completed, posted online for public review, and form the basis for annual performance reporting. For examples of the former VHSL’s evaluation templates that will serve as the basis for VSHSL evaluation templates, please see <http://kingcounty.gov/vhslevy-evaluation>.

<b>SS 1.A</b>		<b>Pathfinder Coordination and Training</b>	
Measurable for veterans and vulnerable populations			
<b>How Much?</b>		<b>How Well?</b>	
<ul style="list-style-type: none"> <li># pathfinder trainings held</li> <li># pathfinder coordination meetings held</li> </ul>		<ul style="list-style-type: none"> <li>% pathfinders who report feeling trained</li> <li>Rate of program staff retention</li> <li>Y/N: Key program materials translated?</li> <li>Client demographic analysis</li> </ul>	
<b>How are Persons Served Better Off?</b>			
<ul style="list-style-type: none"> <li>Frequency of pathfinding service in each geographic area</li> </ul>			

<b>SS 1.B – 1.E</b>		<b>Population-Specific Veterans Pathfinders</b>	
Measurable for veterans			
<b>How Much?</b>		<b>How Well?</b>	
<ul style="list-style-type: none"> <li># veterans contacted</li> </ul>		<ul style="list-style-type: none"> <li>% of veterans who receive a follow-on service</li> <li>% follow up survey respondents with positive response to “Did we treat you well?”</li> <li>Rate of program staff retention</li> <li>Y/N: Key program materials translated?</li> <li>Client demographic analysis</li> </ul>	
<b>How are Persons Served Better Off?</b>			
<ul style="list-style-type: none"> <li>#/% connected to a follow-on service</li> <li># of veterans referred to KCVP</li> </ul>			

<b>SS 1.F</b>	<b>Pathfinders: Persons Experiencing Unsheltered Homelessness</b>	
	Measurable for veterans, seniors and vulnerable populations	
	<b>How Much?</b>	<b>How Well?</b>
	<ul style="list-style-type: none"> <li># persons contacted</li> </ul>	<ul style="list-style-type: none"> <li>% follow up survey respondents with positive response to “Did we treat you well?”</li> <li>Rate of program staff retention</li> <li>Y/N: Key program materials translated?</li> <li>Client demographic analysis</li> </ul>
	<b>How are Persons Served Better Off?</b>	
	<ul style="list-style-type: none"> <li>#/% connected to follow-on services</li> </ul>	

<b>SS 2.A</b>	<b>Mobile Medical Outreach</b>	
	Measurable for seniors and vulnerable populations	
	<b>How Much?</b>	<b>How Well?</b>
	<ul style="list-style-type: none"> <li># served</li> <li># sites supported</li> </ul>	<ul style="list-style-type: none"> <li>Rate of program staff retention</li> <li>Y/N: Key program materials translated?</li> <li>Client demographic analysis</li> </ul>
	<b>How are Persons Served Better Off?</b>	
	<ul style="list-style-type: none"> <li>#/% connected to follow-on services</li> </ul>	

<b>SS 2.B</b>	<b>Countywide Information and Referral</b>	
	Measurable for veterans, seniors and vulnerable populations	
	<b>How Much?</b>	<b>How Well?</b>
	<ul style="list-style-type: none"> <li># call answered</li> <li># languages calls answered in</li> </ul>	<ul style="list-style-type: none"> <li>% of callers connected to a follow-on service</li> <li>Call answer rate</li> <li>% follow up survey respondents with positive response to “Did we treat you well?”</li> <li>Rate of program staff retention</li> <li>Y/N: Key program materials translated?</li> <li>Client demographic analysis</li> </ul>
	<b>How are Persons Served Better Off?</b>	
	<ul style="list-style-type: none"> <li>% received services post-call (sample)</li> </ul>	

<b>SS 2.C</b>	<b>Consolidated Domestic Violence Hotline</b>	
	Measurable for vulnerable populations	
	<b>How Much?</b>	<b>How Well?</b>
	<ul style="list-style-type: none"> <li># calls answered</li> <li># languages calls answered in</li> </ul>	<ul style="list-style-type: none"> <li>% of callers connected to a follow-on service</li> <li>Call answer rate</li> <li>% follow up survey respondents with positive response to “Did we treat you well?”</li> <li>Rate of program staff retention</li> <li>Y/N: Key program materials translated?</li> <li>Client demographic analysis</li> </ul>
	<b>How are Persons Served Better Off?</b>	
	<ul style="list-style-type: none"> <li>TBD based on service model proposed by prevailing RFP respondent</li> </ul>	

<b>SS 2.D</b>	<b>Remote Access from Rural Food Banks Pilot</b>	
	Measurable for vulnerable populations	
	<b>How Much?</b>	<b>How Well?</b>
	<ul style="list-style-type: none"> <li># served</li> </ul>	<ul style="list-style-type: none"> <li>% follow up survey respondents with positive response to “Did we treat you well?”</li> <li>Rate of program staff retention</li> <li>Y/N: Key program materials translated?</li> <li>Client demographic analysis</li> </ul>
	<b>How are Persons Served Better Off?</b>	
	<ul style="list-style-type: none"> <li>TBD based on service model proposed by prevailing RFP respondent</li> </ul>	

<b>SS 3.A</b>	<b>Countywide CSE Survivor Case Management Collaborative</b>	
	Measurable for vulnerable populations	
	<b>How Much?</b>	<b>How Well?</b>
	<ul style="list-style-type: none"> <li># served</li> </ul>	<ul style="list-style-type: none"> <li>% follow up survey respondents with positive response to “Did we treat you well?”</li> <li>Rate of program staff retention</li> <li>Y/N: Key program materials translated?</li> <li>Client demographic analysis</li> </ul>
	<b>How are Persons Served Better Off?</b>	
	<ul style="list-style-type: none"> <li>#/% of survivors who report increased housing, financial, social, or health stability as a result of program services</li> </ul>	

<b>SS 3.B</b>	<b>Survivor-Centered Mobile Case Advocacy for Survivors of Sexual Assault and Domestic Violence</b>	
	Measurable for veterans and vulnerable populations	
<b>How Much?</b>		<b>How Well?</b>
<ul style="list-style-type: none"> <li>• # of survivors served</li> </ul>		<ul style="list-style-type: none"> <li>• # of languages spoken by survivors</li> <li>• % follow up survey respondents with positive response to “Did we treat you well?”</li> <li>• Rate of program staff retention</li> <li>• Y/N: Key program materials translated?</li> <li>• Client demographic analysis</li> </ul>
<b>How are Persons Served Better Off?</b>		
<ul style="list-style-type: none"> <li>• #/% of survivors who report increased housing, financial, social, or health stability</li> </ul>		

<b>SS 3.C</b>	<b>System Navigation for Persons with Disabilities and their Caregivers</b>	
	Measurable for vulnerable populations	
<b>How Much?</b>		<b>How Well?</b>
<ul style="list-style-type: none"> <li>• # served</li> </ul>		<ul style="list-style-type: none"> <li>• % follow up survey respondents with positive response to “Did we treat you well?”</li> <li>• Rate of program staff retention</li> <li>• Y/N: Key program materials translated?</li> <li>• Client demographic analysis</li> </ul>
<b>How are Persons Served Better Off?</b>		
<ul style="list-style-type: none"> <li>• #/% of clients reporting successful connection to another service</li> </ul>		

<b>SS 3.D</b>	<b>Cultural Navigator</b>	
	Measurable for vulnerable populations	
	<b>How Much?</b>	<b>How Well?</b>
	<ul style="list-style-type: none"> <li># served</li> </ul>	<ul style="list-style-type: none"> <li>% follow up survey respondents with positive response to “Did we treat you well?”</li> <li>Rate of program staff retention</li> <li>Y/N: Key program materials translated?</li> <li>Client demographic analysis</li> </ul>
<b>How are Persons Served Better Off?</b>		
<ul style="list-style-type: none"> <li>#/% referrals made</li> <li># languages in which service was provided</li> </ul>		

<b>SS 3.E</b>	<b>Support Systems access for King County Residents who are Immigrants or Refugees</b>	
	Measurable for vulnerable populations	
Draft performance metrics for this program have not yet been developed.		

<b>SS 3.F</b>	<b>Homeless Youth and Young Adults Prevention and Crisis Services</b>	
	Measurable for vulnerable populations	
Draft performance metrics for this program have not yet been developed.		

<b>SS 4.A</b>	<b>Veterans Training Support Center</b>	
	Measurable for veterans	
	<b>How Much?</b>	<b>How Well?</b>
	<ul style="list-style-type: none"> <li># trainings held</li> <li># persons trained</li> </ul>	<ul style="list-style-type: none"> <li>% follow up survey respondents with positive response to “Did we treat you well?”</li> <li>Rate of program staff retention</li> <li>Y/N: Key program materials translated?</li> <li>Client demographic analysis</li> </ul>
<b>How are Persons Served Better Off?</b>		
<ul style="list-style-type: none"> <li>#/% of trainees who report altering practices in serving veterans based on trainings</li> </ul>		

<b>SS 4.B</b>	<b>Levy Core Competency Training</b>	
	Measurable for veterans, seniors and vulnerable populations	
	<b>How Much?</b>	<b>How Well?</b>
	<ul style="list-style-type: none"> <li># levy providers trained</li> </ul>	<ul style="list-style-type: none"> <li>% of levy providers trained</li> <li>Y/N: Key program materials translated?</li> <li>Client demographic analysis</li> </ul>
	<b>How are Persons Served Better Off?</b>	
	<ul style="list-style-type: none"> <li>#/% of organizations who report altering practices based on race and ethnic equity, trauma informed care or other core competency trainings</li> </ul>	

<b>SS 4.C</b>	<b>Countywide Nonprofit Wage Survey</b>	
	Measurable for veterans, seniors and vulnerable populations	
	<b>How Much?</b>	<b>How Well?</b>
	<ul style="list-style-type: none"> <li># of levy providers provided access to survey results</li> </ul>	
	<b>How are Persons Served Better Off?</b>	

<b>SS 4.D</b>	<b>Translate Levy Provider Materials and Interpreter Services</b>	
	Measurable for veterans, seniors and vulnerable populations	
	<b>How Much?</b>	<b>How Well?</b>
	<ul style="list-style-type: none"> <li>Amount of money expended on translations</li> <li># hours or instances of interpreter services</li> <li># languages translated into</li> </ul>	<ul style="list-style-type: none"> <li>% programs with key materials translated</li> <li>% follow up survey respondents with positive response to "Did we treat you well?"</li> <li>Rate of program staff retention</li> <li>Y/N: Key program materials translated?</li> <li>Client demographic analysis</li> </ul>
	<b>How are Persons Served Better Off?</b>	
	<ul style="list-style-type: none"> <li>Qualitative assessment of benefits</li> </ul>	

## Reporting and Accountability

The former VHSL annual reports have endeavored to provide clear financial and program performance data. The reports included a complete financial report on revenues and expenditures for every year, a summary of services provided to each sub region, and a brief note on the progress or outcome of every single goal area strategy and activity. All of these previous reports are available online and have been reviewed and accepted or approved by King County Council motion.<sup>39</sup>

### Reporting

The VSHSL shall continue the VHSL annual report requirement. Beginning in 2019, the Executive shall transmit to the County Council and the Regional Policy Committee an annual report on the VSHSL by the first day of July of each year. If such a report is also required by the VSHSL Governance Plan, the report required by this plan and the report required by the VSHSL Governance Plan shall be the same report. The report shall describe the state of the VSHSL, the fiscal and performance management of the VSHSL and the VSHSL's accomplishments from January through December of the preceding year.

Each annual report shall also include a summary of investments by Council district. Each annual report shall continue to include a summary of geographic distribution of services. To increase transparency about delivery of VSHSL services throughout the county, the report shall also include an analysis of geographic information obtained from either zip codes or city data, or both, of the individuals and families served. The Executive may make a discretionary determination, depending on the data available and the best way to measure the amount or value of services delivered to constituents in each district, what measures shall be used to meet this requirement. The Executive may use the locations of offices of the receiving entity in each Council district, the headquarters of the recipient, other measures, or a combination of measures.

### Reporting on Strategy, Program or Funding Level Changes

VSHSL annual reports shall include recommendations on strategy, program, process or funding level changes based on performance and evaluation data or any other eventuality resulting in the need for substantive changes.

## Coordination of VSHSL Housing Stability Investments Oversight with Other Regional Housing Investments Oversight

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<sup>39</sup> Recent motions accepting VHSL annual reports include Motions [15057](#), [14781](#), [14439](#), and [14235](#).

The enacted version of the VSHSL Transition Plan, adopted as Attachment A to Ordinance 18638, requires the following paragraphs, which this plan incorporates, to be included in this plan:

To ensure coordination between VSHSL housing stability investments oversight and other King County housing investments oversight, DCHS must prepare a Housing Oversight Coordination Report. The Housing Oversight Coordination Report must analyze how the County can increase coordination of VSHSL oversight by any VSHSL board or boards that oversee VSHSL housing stability investments with all other county and regional boards, committees and other entities that oversee the County's investments in housing such as homelessness prevention, homelessness and affordable housing. The analysis will include an examination of the potential to consolidate all county and regional boards, committees and other entities that oversee housing investments, including investments in homelessness prevention, homelessness and affordable housing, in order to achieve increased oversight coordination. The report will include a plan that proposes the steps DCHS will take to increase oversight coordination and recommendations for any ordinances to consolidate or otherwise increase oversight coordination, pursuant to the analysis and conclusions in the report. The Housing Oversight Coordination Report, including the plan, must be transmitted within one year after enactment of the ordinance that adopts the VSHSL Transition Plan.

The executive must file the Housing Oversight Coordination Report together with a motion that should accept the report in the form of a paper original and an electronic copy with the clerk of the council, who shall retain the original and provide an electronic copy to all councilmembers, the council chief of staff and the lead staff for the Regional Policy Committee, or its successor. Six months after enactment of the ordinance that adopts the VSHSL Transition Plan, the executive must file an update as to the status of the work drafting the Housing Oversight Coordination Report including any input received from other regional boards, committees and other entities that may be included in any consolidation plan. The executive must file the update in the form of a paper original and provide an electronic copy to all councilmembers, the council chief of staff and the lead staff for the Regional Policy Committee, or its successor.

Additionally, as there is currently a regional planning effort underway, under the leadership of the Regional Affordable Housing Task Force,<sup>40</sup> to evaluate affordable housing needs and to make recommendations to be implemented across many stakeholders in King County, including county, city and state government, as well as

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<sup>40</sup> Motion 14754 expressed support for regional planning, coordination and funding efforts to address the challenges of homelessness and housing affordability in King County. That motion also expressed the council's intent to work in coordination with the executive to convene a regional planning effort during 2017 to develop a regional plan for affordable housing. Subsequently, Motion 14873 established a Regional Affordable Housing task force to evaluate affordable housing needs and develop a work plan with proposed actions, including strategies. The motion also established an associated advisory panel. The council confirmed the executive's appointees to the Regional Affordable Housing Task Force in May 2017 through Motion 14874.

private sector stakeholders, the Executive must also submit, within a week of its filing with council, the update as to the status of the work drafting the Housing Oversight Coordination Report, to the Regional Affordable Housing Task Force to inform its recommendations. As with the filing to council, this submittal must include any input received from other regional boards, committees and other entities that might be included in any consolidated plan.

## Human Services Alignment and Consolidated Reporting

The majority of King County's human services are provided by and/or coordinated by the Department of Community and Human Services (DCHS). The established mission statement captures the department's core values: *Provide equitable opportunities for people to be healthy, happy, self-reliant and connected to community.*

The DCHS mission statement aligns directly to the core principles and goals of both the King County Strategic Plan and the King County Equity and Social Justice Initiative. It also governs the department's approach to planning and implementation for all DCHS housing and human services.

### **Alignment with the King County Strategic Plan**

In 2010, Ordinance 16857 established the King County Strategic Plan. In 2015, the Council passed Motion 14317 updating and revising King County's vision, mission, guiding principles and goals. The County's goals include improving the health and well-being of all people in our community, 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. These guiding principles command that the County address the root causes of inequities to provide equal access for all; engage with partners, stakeholders, and public and private organizations to achieve the stated goals; and work to align the funding, policy and operational goals of County government. These are goals inherent in the work of DCHS and the work of the Veterans, Seniors and Human Services Levy.

### **Alignment with the King County Equity and Social Justice Initiative**

In accordance with the 2016 Equity and Social Justice Strategic (ESJ) Plan, King County actively engages in efforts to eliminate racially disparate health and human services outcomes in King County. This priority guided the process of designing the VSHSL, as noted in this plan's section on community engagement, as well as administering and evaluating the policies and programs related to the VSHSL. Specific expressions of this alignment have included focused efforts during community engagement to consult with non-English speaking communities and community meetings in communities that reflect the full diversity of King County. Future ESJ alignment opportunities include a focus on increasing community engagement with diverse stakeholders and ensuring integration of an ESJ lens during planning for outcomes and the procurement process.

### **Alignment with Best Starts for Kids and the Mental Illness and Drug Dependency (MIDD)**

The Council recently adopted implementation plans for the voter-approved BSK and the renewal of the Council-adopted MIDD sales tax. Initial planning for the renewal of the VSHSL included very focused conversations on potential ways to align and integrate the replacement levy for VSHSL with both of the other service plans. Together, these three fund sources provide a substantial portion of King County's local investments in health and human services for children, youth, families, adults and communities, and provide a source of local funding that can help meet changing needs based on local conditions or changes in federal and state policy and funding.

Staff continue to explore opportunities for collaboration and potential co-investments to promote coordinated services. There are several areas where the service plans could complement each other and make it possible to serve more individuals or serve the community better, to increase system stability through diversified funding, enhance integrated and coordinated performance measures, improve access and delivery of services, and align programs and services with the County's Strategic Plan and Equity and Social Justice goals.

Examples include:

- Multigenerational Activities – Such as child care, kinship care, housing and social inclusion activities.
- Therapeutic Courts – Courts, veterans and human services providers will achieve the best results by working together to help individuals and families achieve stability.
- Integrating Community Partnerships.
- Aligning Performance Measurement Frameworks – Staff for the three special revenue funded initiatives (BSK, MIDD and VSHSL) are working to integrate contracting, data reporting and alignment of performance management frameworks to allow for shared results and indicators across the funding sources and improve the ability to measure the combined impacts of these initiatives.

In addition to identifying opportunities to blend resources for unified effects among these three special revenue funds, staff will also remain cognizant during implementation planning of the prohibition against supplanting funds.

### **Consolidated Human Services Reporting**

In recent years, DCHS has made significant efforts to invest in a data collection and management system with a vision to follow clients across services and across services systems. The most significant recent undertaking was the successful relocation of the regional Homeless Management Information System (HMIS) from the City of Seattle to King County DCHS. Another piece of that effort is the current project underway between DCHS and Public Health—Seattle & King County that seeks to improve data coordination between the two departments around the clients served by both, with the goal of improving client coordination of care to achieve the best outcomes.

Another more recent project under discussion has been proposed by the King County Council: A Consolidated Human Services Reporting Structure that would make it possible to report on all

human services programs across the department and across the different funding sources to get data reports on persons served without duplication.

The Council's interest in a Consolidated Human Services Report aligns with DCHS' previous and current efforts to improve cross system service coordination, evaluation and data reporting. In early 2018, the Executive transmitted to the Council a report that details the necessary steps and funding to achieve consolidated reporting (in response to a proviso in Ordinance 18409 that called for detailed analysis and a report on the feasibility of consolidated human services reporting).

The report provided detailed analysis on the feasibility of consolidated reporting with regard to dashboards, outcome reporting, data reporting by geographic areas, needs assessments, timelines and costs. Performance Measurement and Evaluation (PME) staff within DCHS and other key staff spent several months carefully examining the current data systems supporting the many programs and services provided by DCHS, and in particular, those specifically called out in the budget proviso: BSK, MIDD, VHSL and community services programs.

With adequate resources and time, Consolidated Human Services Reporting is feasible. Timelines for consolidated reporting are dependent on funding for information technology (IT) resources, including hiring additional staff, building and maintaining new data systems, and updating current data systems. The recommended start date for the consolidated reporting is 2022, dependent on all DCHS programs successfully transitioned to new reporting systems and collecting data on individuals, and the resource requirements outlined in the Consolidated Human Services Reporting report have been satisfied. To align more closely with both BSK and the MIDD, both of which use Results Based Accountability (RBA) for measurement and reporting, the new VSHSL is making the significant shift to RBA as well. It is expected that 2020 will be the first year that all programs (including VSHSL programs) will have data on individuals served. Should uncommitted VSHSL proceeds, allocated in accordance with Ordinance 18555, Section 4.B, become available, in accordance with the provisions of this implementation plan governing reallocation of unspent or uncommitted proceeds, DCHS or VSHSL staff shall consider recommending funding of the work to effectuate the recommendations of the Consolidated Human Services Reporting Report acknowledged by Motion 15081.

## Requirement to House Homeless Senior Veterans

Ordinance 18555, Section 4.B.2, requires that

[u]ntil either (a) seventy-five percent of the number of those seniors, who are also veterans or military servicemembers in King County and who as of the enactment date of this ordinance are homeless, obtain housing or (b) a total of twenty-four million dollars from the levy proceeds, except those levy proceeds described in subsection B.1 of this section, or from other funds administered by King County or both are spent to house seniors who are also veterans or military servicemembers in King County, whichever comes first, as least fifty percent of the levy proceeds described in [subsection B.2] shall be used to fund capital facilities and regional health and human services for seniors who are also veterans or military servicemembers and their respective caregivers and families.

Additionally, Ordinance 18555, Section 7.B, requires this plan to include

Among the accountability measures shall be the goal of housing seventy-five percent of the number of those seniors, who are also veterans or military servicemembers in King County and who as of the date this ordinance is enacted are homeless, obtain housing. The plan shall also include the methodology of how the number of seniors, who are also veterans or military servicemembers and who were homeless as of the date of the enactment of this ordinance was determined and the methodology to track the number of veterans and military servicemembers who obtain housing over the term of this levy. The plan shall also provide for the implementation of the tracking. The methodology and plan may be refined from those included in the transition plan required in subsection A. of this section.

### **What was the enactment date of Ordinance 18555?**

Ordinance 18555 was enacted on July 21, 2017. The Council passed Ordinance 18555 on July 20, 2017 and the Executive signed the ordinance the next day, making July 21, 2017 the date of enactment.

### **How many senior veterans were homeless on July 21, 2017?**

As of July 21, 2017, there were 422 homeless veterans age 55 or older experiencing homelessness in King County. The number of 422 actively homeless veterans was calculated by DCHS using the King County Homeless Management Information System (HMIS), Coordinated Entry for All System (CEA) and then de-duplicating and reconciling reports from both of those systems with a report from the U.S. Department of Veterans Affairs Puget Sound Health System. Homeless veterans are defined as persons tracked by HMIS, CEA and the VA who self-identified as veterans and as of July 21, 2017:

- completed an assessment through Coordinated Entry for All but had not yet moved into permanent housing or transitional housing.
- were enrolled in a shelter program in HMIS.
- received a voucher or subsidy but had not yet moved into a permanent housing unit.
- were enrolled in a day shelter or street outreach program within the 90 days preceding July 21, 2017.

- were enrolled in a homelessness prevention or supportive services only program and indicated that they were homeless when they entered the program.
- left a program in HMIS for a non-permanent housing situation or a place not meant for human habitation within the 90 days preceding July 21, 2017.

**How many senior veterans must obtain housing to satisfy the first condition defined within Ordinance 18555, Section 4.B.2?** Seventy-five percent of 422 is 317. Unless sooner lifted by expenditure of at least \$24 million dollars, the requirement to spend at least 50 percent of VSHSL proceeds controlled by Section 4.B.2 will terminate once 317 homeless senior veterans obtain housing.

**What will constitute “obtaining housing” for an actively homeless senior veteran?**

The same systems and partners will be used to identify senior veterans who obtain housing as are currently used to determine the number of homeless senior veterans. Senior veterans will be counted as housed if:

- The veteran is placed in housing through VASH or Supportive Services for Veteran Families (SSVF) as verified by the VA Puget Sound.
- The veteran enrolls in a transitional housing program.
- The veteran enrolls in a permanent housing program (including Rapid Re-Housing with a move-in date).
- The veteran is removed from the Coordinated Entry Community Queue after self-resolving their housing crisis.
- The veteran successfully exits any program to permanent housing, defined as a Permanent Supportive Housing or another permanent housing program; an owned or rented unit, with or without subsidy; or voluntarily staying with friends or family permanently.

**How will the Executive track and report the number of senior veterans experiencing homelessness who obtain housing?**

Executive staff will monthly track the number of homeless senior veterans who obtain housing. DCHS evaluation staff will track this information through use of the HMIS and CEA systems and in partnership with the U.S. Department of Veterans Affairs. The system protocol of combining, de-duplicating and reconciling information from HMIS, CEA and the VA will be used. The Executive began tracking the number of homeless senior veterans who obtained housing for the purpose of reporting progress against the 317 veteran goal as of July 21, 2017, the date Ordinance 18555 was enacted.

The Executive will regularly update the Council on the status of how many homeless senior veterans have obtained housing through the provision of a quarterly update memorandum. These quarterly update memoranda will be provided directly to Councilmembers until 317 homeless senior veterans have obtained housing. The first update memorandum was transmitted to the Council on March 30, 2018. It reported that, as of March 28, 2018, 237 homeless senior veterans in King County have obtained housing. The second update memorandum was transmitted to the Council on June 29, 2018. It reported that, as of June 20, 2018, 307 homeless senior veterans in King County have obtained housing. The Executive will provide additional quarterly update memoranda before the last day in June, September, and

December of 2018. In subsequent years, until 317 homeless senior veterans have obtained housing, the Executive shall provide quarterly update memoranda before the last day in March, June, September and December.

It is the goal of King County that veterans experiencing homelessness, and in particular senior veterans, obtain and retain housing consistent with the policy that homelessness be rare, brief and one-time.

To facilitate this goal, DCHS shall continue to track the number of homeless veterans in King County and report to the Council not less than biannually, either through system performance dashboards or by memorandum, the number of homeless veterans and the number who have obtained housing during the reporting period. The biannual memoranda or dashboard updates should include the number of veterans entering and exiting the Homeless Management Information System (HMIS) and, for those who have obtained housing, how the housing needs were resolved. To the extent that progress is not being made in achieving this goal, the Executive should prepare and transmit a plan with a proposal for funding amounts and sources to be used to achieve the goal.