



SEATTLE CITY COUNCIL

Human Services, Labor, and Economic Development Committee

Agenda

Friday, February 20, 2026

9:30 AM

Council Chamber, City Hall
600 4th Avenue
Seattle, WA 98104

Alexis Mercedes Rinck, Chair
Dionne Foster, Vice-Chair
Joy Hollingsworth, Member
Debora Juarez, Member
Rob Saka, Member

Chair Info: 206-684-8808; AlexisMercedes.Rinck@seattle.gov

[Watch Council Meetings Live](#) [View Past Council Meetings](#)

Council Chamber Listen Line: 206-684-8566

The City of Seattle encourages everyone to participate in its programs and activities. For disability accommodations, materials in alternate formats, accessibility information, or language interpretation or translation needs, please contact the Office of the City Clerk at 206-684-8888 (TTY Relay 7-1-1), CityClerk@Seattle.gov, or visit <https://seattle.gov/cityclerk/accommodations> at your earliest opportunity. Providing at least 72-hour notice will help ensure availability; sign language interpreting requests may take longer.



SEATTLE CITY COUNCIL
**Human Services, Labor, and Economic
Development Committee**
Agenda
February 20, 2026 - 9:30 AM

Meeting Location:

Council Chamber, City Hall, 600 4th Avenue, Seattle, WA 98104

Committee Website:

<https://seattle.gov/council/human-services-labor-and-economic-development>

This meeting also constitutes a meeting of the City Council, provided that the meeting shall be conducted as a committee meeting under the Council Rules and Procedures, and Council action shall be limited to committee business.

Members of the public may register for remote or in-person Public Comment to address the Council. Please register in advance in order to be recognized by the Chair. Details on how to register for Public Comment are listed below:

Remote Public Comment - Register online to speak during the Public Comment period at the meeting at <https://www.seattle.gov/council/committees/public-comment>. Online registration to speak will begin one hour before the meeting start time, and registration will end at the conclusion of the Public Comment period during the meeting.

In-Person Public Comment - Register to speak on the public comment sign-up sheet located inside Council Chambers at least 15 minutes prior to the meeting start time. Registration will end at the conclusion of the Public Comment period during the meeting.

Please submit written comments no later than four business hours prior to the start of the meeting to ensure that they are distributed to Councilmembers prior to the meeting. Comments may be submitted at Council@seattle.gov or at Seattle City Hall, Attn: Council Public Comment, 600 4th Ave., Floor 2, Seattle, WA 98104. Business hours are considered 8 a.m. - 5 p.m. Comments received after that time will be distributed after the meeting to Councilmembers and included as part of the public record.

Please Note: Times listed are estimated

A. Call To Order

B. Approval of the Agenda

C. Public Comment

Members of the public may address items on the agenda and matters within the purview of the committee. Please register in advance to be recognized by the Chair.

D. Items of Business

1. [Res 32191](#) **A RESOLUTION identifying the opportunity to develop a regional transportation hub adjacent to Westlake Park; creating a vision for how this hub will integrate with the surrounding neighborhoods; and setting forth directions for functionality, safety, and urban compatibility, along with guiding principles for the public projects planned for the area adjacent to Westlake Park.**

Supporting Documents: [Summary and Fiscal Note Presentation](#)

Discussion and Possible Vote (20 min)

Presenter: Alicia Teel, Acting Director, Office of Economic Development

2. **Wage Equity for Human Services Contracts**

Supporting Documents: [Presentation](#)

Briefing and Discussion (30 min)

Presenter: Jen LaBrecque, Council Central Staff

3. **HSD's (Human Services Department) 2024 Provider Pay Report**

Supporting Documents: [Presentation](#)

Briefing and Discussion (30 min)

Presenters: Tanya Kim, Director, and Owen Kajfasz, Human Services Department

4. **Overview of Veterans, Seniors and Human Services Levy Workforce Investments**

Supporting Documents: [Presentation](#)

Briefing and Discussion (20 min)

Presenter: Michael Bailey, King County Department of Community and Human Services

5. **Human Services Provider Roundtable Discussion**

Supporting Documents: [Presentation](#)

Briefing and Discussion (45 min)

Presenters: Liz Vivian, Aurora Commons; Janice Deguchi, Neighborhood House; Marissa Perez, Seattle Human Services Coalition; Karen Lee, Plymouth Housing

E. Adjournment



Legislation Text

File #: Res 32191, **Version:** 1

CITY OF SEATTLE

RESOLUTION _____

A RESOLUTION identifying the opportunity to develop a regional transportation hub adjacent to Westlake Park; creating a vision for how this hub will integrate with the surrounding neighborhoods; and setting forth directions for functionality, safety, and urban compatibility, along with guiding principles for the public projects planned for the area adjacent to Westlake Park.

WHEREAS, Westlake Park and its surrounding area have long served as a civic center, a place at the intersection of social gatherings, park use, urban living, retail shopping, and a transit hub; and

WHEREAS, there are three public projects scheduled for the area surrounding Westlake Park, including the Westlake Park Renovation Phase 1, which is currently underway and scheduled for completion by Spring 2026, the Sound Transit Westlake Station expansion to support the Ballard Link light rail extension, and future planning for Monorail station upgrades to improve safety, reliability, and passenger capacity; and

WHEREAS, these public projects, along with Metro transit routes that serve the Westlake area, will create a comprehensive multi-modal transportation hub that is essential for a connected and efficient regional transportation system, as well as public spaces that are welcoming, lively, and safe, contributing to the livability and economic vitality of the downtown core; and

WHEREAS, the City convened a Westlake Civic Committee in 2025 to review projects underway and establish a shared planning framework for the area around Westlake Park and establish guiding principles to inform planning and the integration of the public projects that will impact this area; and

WHEREAS, the members of the Westlake Civic Committee included the following individuals who represent residents and businesses immediately adjacent to Westlake Park, along with others with a historical

perspective and understanding:

Mari Horita, Co-Chair (Downtown Seattle Association, Seattle Kraken)

Matt Griffin, Co-Chair (Downtown Advocate, Resident)

Gina Klem (Amazon)

Gordon McHenry, Jr. (United Way of King County)

Holly Golden (Hillis, Clark, Martin & Peterson P.S.)

Janel Jensen (BH Properties, owners of Pacific Place)

Joe Olujic (Muckleshoot Development Corporation)

Jon Scholes (Downtown Seattle Association)

Josh LaBelle (Seattle Theatre Group)

Laura Best (Nordstrom)

Laurie Black (Nordstrom, former director Boys & Girls Club King County)

Rebecca Bear (Seattle Parks Foundation)

Stanley McCammon (Joshua Green Corporation); and

WHEREAS, as the Westlake Park area changes and evolves in the coming years, the City of Seattle wishes to take advantage of this unique opportunity to create a revitalized urban center that enhances downtown and benefits all those who live, work, play, visit, and commute through Westlake; NOW, THEREFORE,

**BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF SEATTLE, THE MAYOR
CONCURRING, THAT:**

Section 1. Consistent with the recommendations of the Westlake Civic Committee, the City finds and declares that:

A. The area adjacent to Westlake Park will become a multi-modal transportation hub connecting the region to downtown Seattle with the completion of current and planned public projects, including Phase 1 of the Westlake Park renovation, scheduled for 2026, the Westlake Monorail station improvements, and the Sound

Transit Westlake Station expansion for the Ballard Link extension.

B. These public projects offer a unique chance to create a retail center, celebrated for its design and usability, that serves as a welcoming “front door” to the city’s lively urban core, meets the needs of current and future residents, and that is closely connected to and fully compatible with the transportation hub.

C. All planning, design, and development of public projects in the Westlake area, as well as any private projects that may occur, should advance the following foundational elements regarding functionality, safety, and urban compatibility:

1. An efficient and effective transportation hub that provides users an enjoyable and pleasant experience.
2. A clean, safe, well-lit, and attractive experience for everyone who passes through the hub.
3. A functional urban destination with interesting sidewalks, retail, and services, including overhead weather protection.
4. Comfortable, accessible, and easy wayfinding, enabling users of all abilities to easily and efficiently navigate through the hub to reach their destinations.
5. An economic catalyst for the retail core, creating interest and desirability for nearby shopping and attractions.
6. A unique, vibrant, and livable urban neighborhood with amenities that enable people and families to meet their needs and thrive.

D. The following guiding principles are adopted for all public projects underway or planned for the Westlake transportation hub:

1. Celebrate and represent the city’s diverse culture and heritage, innovative spirit, and natural beauty through natural materials, technology, historic elements, art, and design.
2. Act as an inviting gateway to Downtown, the Pike-Pine neighborhood, and provide easily accessible connections to the Pike Place Market, Waterfront Park, Seattle Convention Center, Historic Theater

District, and Seattle Center.

3. Provide high-quality and seamlessly interconnected public spaces that create a cohesive pedestrian and transportation experience for everyone using Light Rail, Metro Transit, bicycles, and other mobility options.

E. Subsequent efforts by the City departments engaged in projects underway or planned for the area will endeavor to fully incorporate these guiding principles into their work, and to build partnerships with the downtown community and other key agencies and stakeholders to advance a cohesive vision for the Westlake area based on these principles.

Adopted by the City Council the _____ day of _____, 2026, and signed by me in open session in authentication of its adoption this _____ day of _____, 2026.

President _____ of the City Council

The Mayor concurred the _____ day of _____, 2026.

Katie B. Wilson, Mayor

Filed by me this _____ day of _____, 2026.

Scheereen Dedman, City Clerk

(Seal)

SUMMARY and FISCAL NOTE

Department:	Dept. Contact:	CBO Contact:
LEG	Jasmine Marwaha	

1. BILL SUMMARY

Legislation Title: A RESOLUTION identifying the opportunity to develop a regional transportation hub adjacent to Westlake Park, creating a vision for how this hub will integrate with the surrounding neighborhoods, and setting forth directions for functionality, safety, and urban compatibility, along with guiding principles for the public projects planned for the area adjacent to Westlake Park.

Summary and Background of the Legislation: The legislation would affirm the vision and planning framework adopted by the Westlake Civic Committee, including: foundational elements regarding functionality, safety, and urban compatibility; guiding principles all public projects underway or planned for the Westlake transportation hub; and a commitment that efforts by the City departments engaged in projects underway or planned for the area will endeavor to fully incorporate these guiding principles into their work, and to build partnerships with the downtown community and other key agencies and stakeholders to advance a cohesive vision for the Westlake area based on these principles.

2. CAPITAL IMPROVEMENT PROGRAM

Does this legislation create, fund, or amend a CIP Project? Yes No

3. SUMMARY OF FINANCIAL IMPLICATIONS

Does this legislation have financial impacts to the City? Yes No

3.d. Other Impacts

Does the legislation have other financial impacts to The City of Seattle, including direct or indirect, one-time or ongoing costs, that are not included in Sections 3.a through 3.c? If so, please describe these financial impacts.

N/A

If the legislation has costs, but they can be absorbed within existing operations, please describe how those costs can be absorbed. The description should clearly describe if the absorbed costs are achievable because the department had excess resources within their existing budget or if by absorbing these costs the department is deprioritizing other work that would have used these resources.

N/A

Please describe any financial costs or other impacts of *not* implementing the legislation.

Please describe how this legislation may affect any City departments other than the originating department.

It will provide guiding principles for departments to refer to in working to advance public projects adjacent to Westlake Park.

4. OTHER IMPLICATIONS

- a. **Is a public hearing required for this legislation?** No
- b. **Is publication of notice with The Daily Journal of Commerce and/or The Seattle Times required for this legislation?** No
- c. **Does this legislation affect a piece of property?** No
- d. **Please describe any perceived implication for the principles of the Race and Social Justice Initiative.**
 - i. **How does this legislation impact vulnerable or historically disadvantaged communities? How did you arrive at this conclusion? In your response please consider impacts within City government (employees, internal programs) as well as in the broader community.**
 - ii. **Please attach any Racial Equity Toolkits or other racial equity analyses in the development and/or assessment of the legislation.** N/A
 - iii. **What is the Language Access Plan for any communications to the public?**
N/A
- e. **Climate Change Implications**
 - i. **Emissions: How is this legislation likely to increase or decrease carbon emissions in a material way? Please attach any studies or other materials that were used to inform this response.** N/A
 - ii. **Resiliency: Will the action(s) proposed by this legislation increase or decrease Seattle's resiliency (or ability to adapt) to climate change in a material way? If so, explain. If it is likely to decrease resiliency in a material way, describe what will or could be done to mitigate the effects.** N/A

- f. If this legislation includes a new initiative or a major programmatic expansion: What are the specific long-term and measurable goal(s) of the program? How will this legislation help achieve the program’s desired goal(s)? What mechanisms will be used to measure progress towards meeting those goals? N/A**

- g. Does this legislation create a non-utility CIP project that involves a shared financial commitment with a non-City partner agency or organization? N/A**

5. ATTACHMENTS

Summary Attachments:

Westlake Civic Committee & Guiding Principles

Alicia Teel, Interim Director
Mari Horita, Seattle Kraken



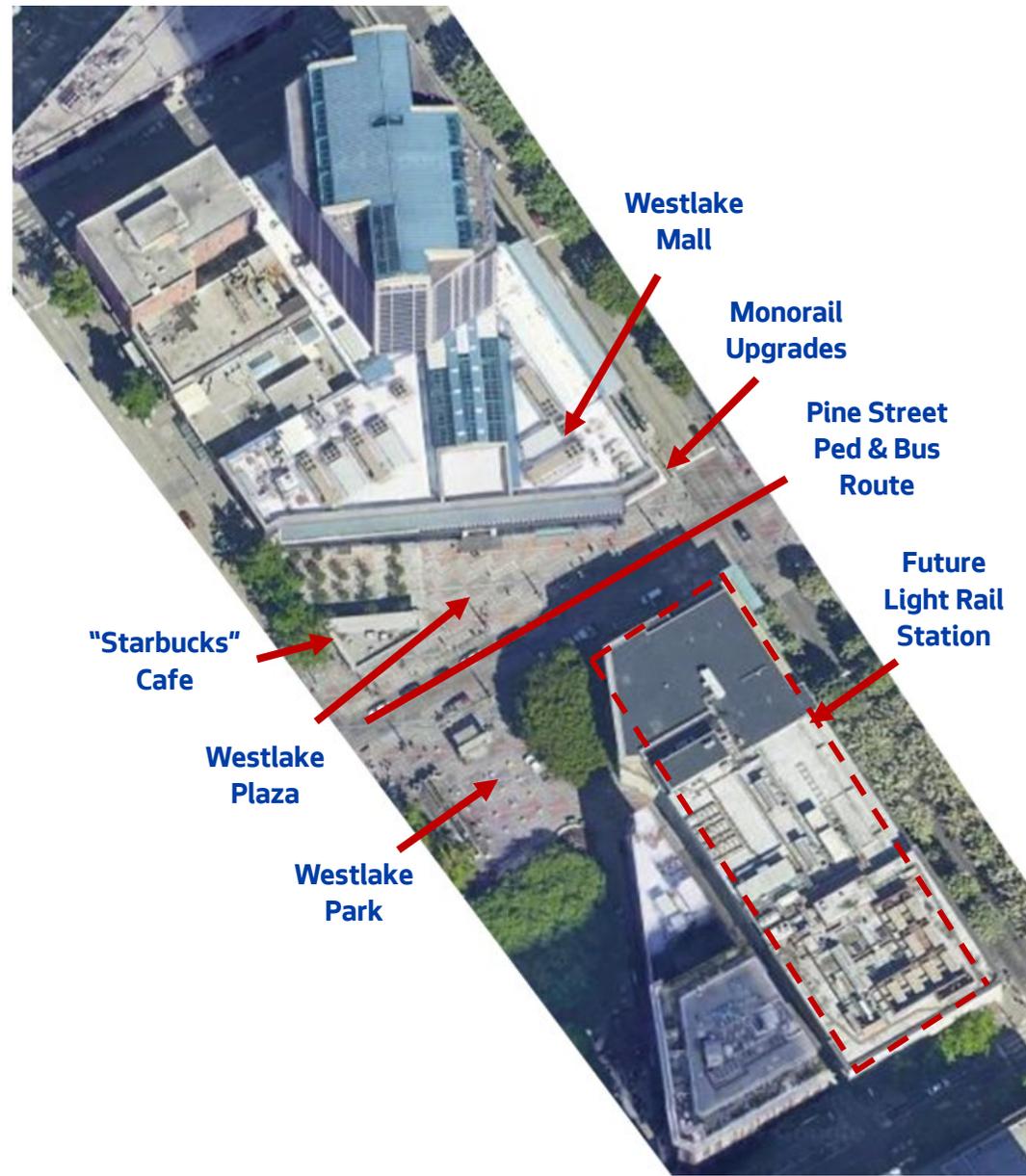
Purpose of Today's Discussion

- Provide background on the Westlake Civic Committee and the proposed Westlake Guiding Principles Resolution

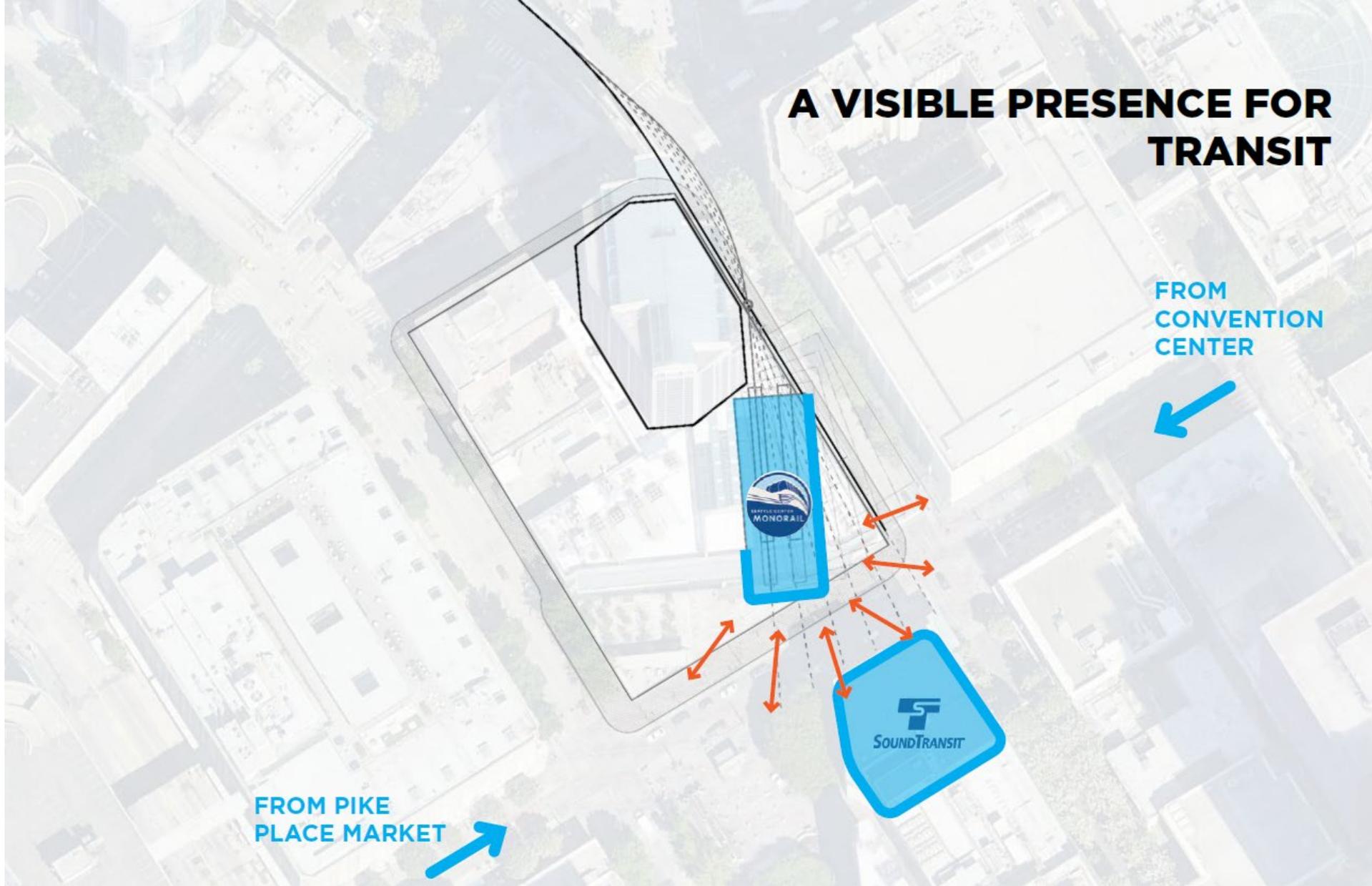


Westlake Civic Committee

- Mari Horita, Co-Chair
Downtown Seattle Association, Seattle Kraken
- Matt Griffin, Co-Chair
Downtown Advocate, Resident
- Gina Klem
Amazon
- Gordon McHenry, Jr.
United Way of King County
- Holly Golden
Hillis, Clark, Martin & Peterson P.S.
- Janel Jensen
BH Properties, owners of Pacific Place
- Joe Olujic
Muckleshoot Development Corporation
- Jon Scholes
Downtown Seattle Association
- Josh LaBelle
Seattle Theatre Group
- Laura Best
Nordstrom
- Laurie Black
Nordstrom, former director Boys & Girls Club King County
- Rebecca Bear
Seattle Parks Foundation
- Stanley McCammon
Joshua Green Corporation



A VISIBLE PRESENCE FOR TRANSIT



Functionality, Safety, and Urban Compatibility

- An efficient and effective transportation hub that provides users an enjoyable and pleasant experience.
- A clean, safe, well-lit, and attractive experience for everyone who passes through the hub.
- A functional urban destination with interesting sidewalks, retail, and services, including overhead weather protection.
- Comfortable, accessible, and easy wayfinding, enabling users of all abilities to easily and efficiently navigate through the hub to reach their destinations.
- An economic catalyst for the retail core, creating interest and desirability for nearby shopping and attractions.
- A unique, vibrant, and livable urban neighborhood with amenities that enable people and families to meet their needs and thrive.

Design Principles for the Westlake Transportation Hub

- Celebrate and represent the city's diverse culture and heritage, innovative spirit, and natural beauty through natural materials, technology, historic elements, art, and design.
- Act as an inviting gateway to Downtown, the Pike-Pine neighborhood, and provide easily accessible connections to the Pike Place Market, Waterfront Park, Seattle Convention Center, Historic Theater District, and Seattle Center.
- Provide high-quality and seamlessly interconnected public spaces that create a cohesive pedestrian and transportation experience for everyone using Light Rail, Metro Transit, bicycles, and other mobility options.

Questions?

SEATTLE
CITY HALL





Legislation Text

File #: Inf 2837, **Version:** 1

Wage Equity for Human Services Contracts



SEATTLE CITY COUNCIL
CENTRAL STAFF

Wage Equity For Human Services Contracts

JENNIFER LABRECQUE, ANALYST

HUMAN SERVICES, LABOR & ECONOMIC DEVELOPMENT COMMITTEE

02/20/26

Inflationary Adjustments versus Wage Equity

- SMC 3.20.060 requires an inflationary adjustment for most contracts administered by the Human Services Department (HSD)
- Wage equity increases are intended to increase wages beyond simply adjustments for inflation.

University of Washington Wage Equity Study

- Council provided \$600,000 in the 2022 Adopted Budget for a study analyzing the comparable worth of human services jobs as compared to similar jobs in different fields.
- In 2022, HSD contracted with the University of Washington (UW) to conduct a Wage Study for non-profit human services workers, which was published in February 2023.
- Key findings from the [UW Wage Study](#) include:
 - Median annual pay for human services workers in the non-profit sector is 37 percent lower than in non-care industries;
 - Workers who leave the human services industry for a job in a different industry see a net pay increase of seven percent a year later (relative to workers who stay in human services)
 - Women are over-represented in the human services industry, making up almost 80 percent of human services workers
 - Black/African American workers are almost three times as likely to work in human services as they are to work in non-care industries

Resolution 32094

In 2023, City Council passed [Resolution 32094](#), which stated Council's intent to recognize the short-term and long-term recommendations in the UW Wage Equity Study without necessarily committing to implement all of them. Recommendations included:

- Increase human services worker wages by at least seven percent by 2025
- Substantially increase wages for non-profit human services workers to align with those of workers doing comparable work in other sectors and industries by 2030.
- That a salary grade system and minimum pay standards based on job characteristics be established
- Public contracts be used to further wage equity.

Resolution 32094 (continued)

The Resolution also:

- Recognized that collaboration with private and public funders is needed to make joint progress on wage equity.
- Requested a plan from HSD on how the department would incorporate wage equity into the application evaluation and contracting process, in order to help ensure that increases in contracts for purposes of wage equity were used to increase worker wages.
- Requested that the Executive consider wage equity increases for human service contracts administered by departments outside of HSD and provide a report with information on those contracts.

Wage Increases in Recent Adopted Budgets

- 2024 Adopted Budget included a two percent wage equity increase for human services contracts administered by HSD plus a handful of contracts administered by the Department of Early Learning and the Department of Neighborhoods. Total wage equity increase was \$4.6 million
- 2026 Adopted Budget included another two percent wage equity increase for human services contracts administered by HDSD, for a total of \$5 million
- Council also adopted [ORD 126963](#), requiring that HSD submit a report on use of wage equity funding provided in the 2024 Adopted Budget. HSD submitted that report in December 2025.

Workforce Stabilization Fund for Permanent Supportive Housing

Since 2023, OH has been using a combination of Housing Levy and Payroll Expense Tax (PET) funds to support a Workforce Stabilization Fund (WSF) for Permanent Supportive Housing (PSH). Eligible uses of funds include a variety of operational and infrastructure needs, which allows providers to shift resources to bolster staff compensation or provide other supports that result in improvements to hiring and retention, across OH's portfolio of PSH buildings.

In 2024:

- Total WSF awards were \$26 million for 11 PSH providers; more than half of program funds supported staff compensation.
- WSF funds supported the wages and benefits of 975 frontline PSH staff
- Over the course of the year, their wages increased by \$1.32 per hour, representing an approximately 4.2%, and outpacing the 2.9 percent rate of inflation
- The ratio of open positions to filled positions, decreased from 11 percent in 2023 to 7.2 percent at the beginning of the 2024 and to 6.7 percent at the end of the year.
- Turnover in the local PSH sector remains high. In 2024, organizations receiving WSF collectively had a turnover rate of 32.4 percent.

Questions?



Legislation Text

File #: Inf 2838, **Version:** 1

HSD's (Human Services Department) 2024 Provider Pay Report

HSD's 2024 Provider Pay Report

Tanya Kim, Director, Human Services Department

Owen Kajfasz, Research and Evaluation Manager, HSD



Agenda

- HSD Overview
- Provider Pay Background
- Provider Pay Report
- Summary of Key Results
- Provider Pay in 2026
- Questions

HSD Overview

The Human Services Department (HSD) mission is *to connect people with resources and solutions during times of need, so all Seattle residents can live, learn, work, and take part in strong and healthy communities.*

Through the lens of racial equity, HSD provides direct services and contracts with over 200 community-based providers in six different impact areas:

1. Preparing Youth for Success
2. Supporting Affordability and Livability
3. Addressing Homelessness
4. Promoting Public Health
5. Supporting Safe Communities
6. Promoting Healthy Aging



Seattle
Human Services
Equity • Support • Community

Background

- In the 2022 Adopted Budget, Council added nearly \$500K for a Human Services Sector Wage Analysis
- In 2022, HSD ran a [Request For Proposals](#) and the UW School of Social Work was selected
- UW conducted their study from Fall 2022 to Winter 2023 and produced their 2023 [Wage Equity Report](#)
- In the 2024 Adopted Budget, \$4.2M was added for a 2% provider pay increase across all HSD contracts for human service providers

Background: Coverage

Study: Human Service Wages Are Even Worse Than You Imagined



Invest in human services workforce to strengthen families, communities

March 26, 2023 at 12:01 pm

The Seattle Times

UW study makes clear the gulf between human services pay and region’s cost of living

Auhtors recommend a 40% pay increase for all childcare and other human services workers by 2030

Seattle’sChild

New UW report shows Seattle social services workers are severely underpaid



New UW study says human-services workers are underpaid by 37%

Provider Pay Report

[Ordinance 126963](#) asked HSD to provide a [report](#) that includes:

- A. A **list of all organizations** whose contracts include appropriated money expressly reserved for human services provider pay, including the prime contracts and sub-contracted organizations
- B. The **amount of such appropriated money** included in each of the organizations' contracts
- C. A list of **organizations that declined** such appropriated money and the reason why it was declined
- D. A narrative on **how such appropriated money was used by providers**, including which positions had wage increases due in part or in whole to the appropriated money
- E. A **description of other funding sources** that contributed to increases in human services worker wages at contracting organizations during the same time period
- F. A **description of inflationary adjustments provided to staff**, including the amount of the inflationary adjustments and, if applicable, the extent to which inflationary adjustments provided under Seattle Municipal Code Section 3.20.060 was used to pay for staff inflationary adjustments.

Provider Pay Report - Section A

A **list of all organizations** whose contracts include appropriated money expressly reserved for human services provider pay, including the prime contracts and their sub-contracted organizations

- 244 contracts across 148 agencies received provider pay funds
- 13 contracts included sub-contracts
- Full list can be found in Appendix B of the report

Provider Pay Report - Section B

The amount of such appropriated money included in each of the organizations' contracts

- Roughly \$4.2 million was added to 2024 HSD contracts
- 2% increase from base contracts
- Most contracts (85%) received less than \$10,000 increase
- Full list can be found in Appendix B of the report

Amount of Human Services Provider Pay Funds Received in 2024	# of Contracts	% of Contracts
\$16-\$3,999	125	51%
\$4,000-\$9,999	83	34%
\$10,000-\$24,999	27	11%
\$25,000-\$59,999	4	2%
\$60,000-\$99,999	2	1%
\$100,000+	3	1%
Grand Total	244	100%

Provider Pay Report - Section C

A list of **organizations that declined** such appropriated money and the reason why it was declined

- Provider pay funds were automatically incorporated in 2024 contracts
- No agency declined the appropriated money

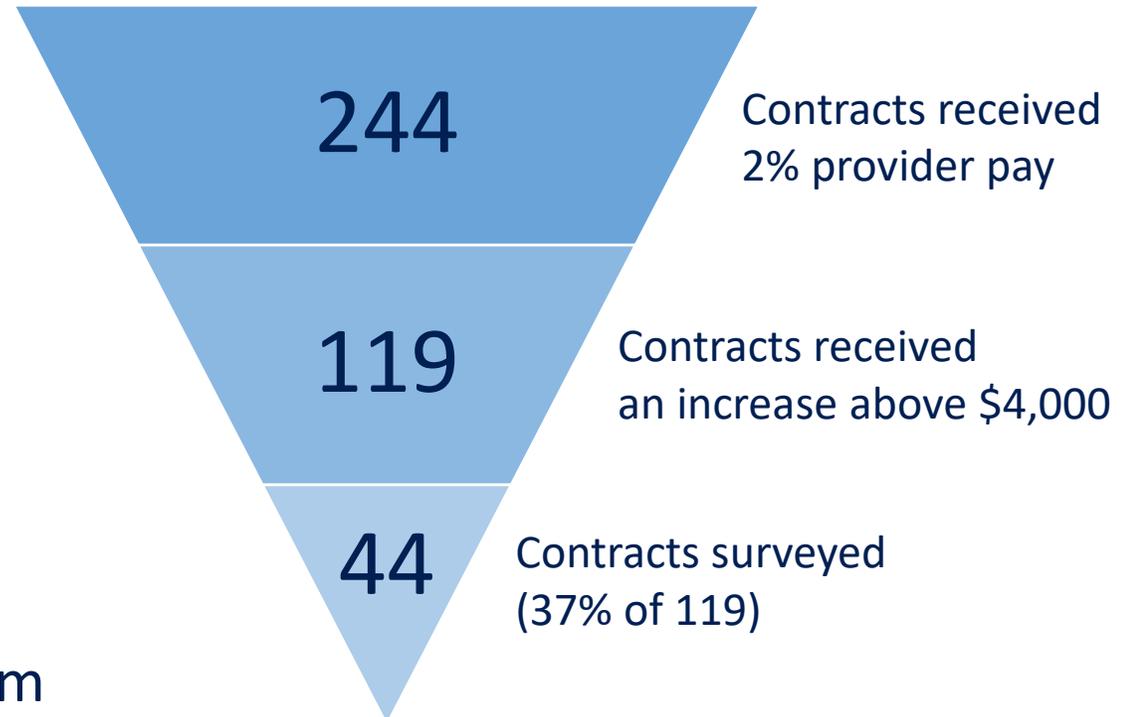
Provider Pay Report - Section D-F Sample

HSD used an approved sampling technique in July 2025 to survey providers.

This allowed HSD to focus on the 119 contracts that received an increase above \$4,000.

Surveyed 37% of the contracts that received more than \$4,000 (44 contracts across 43 agencies).

- HSD oversampled to ensure the minimum sample size of 30% would be reached



Provider Pay Report - Section D

A narrative on **how such appropriated money was used by providers**, including which positions had wage increases due in part or in whole to the appropriated money

- Across 43 surveyed agencies, 455 positions were funded (at least in part) by their HSD contract
- 342 (75%) of those positions received a wage increase
- Agencies reported an average wage increase of 8%

Provider Pay Report - Section D

Most wage increases went to lower-paid positions.

74% went to positions earning under \$40/hr.

Initial Hourly Wage Prior to Wage Increase	# of Positions	Avg. % of Wage Increase
Less than \$30/hr	141	9%
\$30.00-\$39.99/hr	113	8%
\$40.00-\$49.99/hr	51	7%
\$50.00-\$59.99/hr	16	6%
\$60.00-\$69.99/hr	17	9%
More than \$70/hr	4	5%
Grand Total	342	8%

Provider Pay Report - Section E

A **description of other funding sources** that contributed to increases in human services worker wages at contracting organizations during the same time period

- 38 agencies used provider pay funds to increase worker pay
- 32 agencies leveraged additional fund sources toward worker pay
- 5 agencies used provider pay funds to support staffing by:
 - Maintaining pay of existing staff due to decrease in other funding
 - Providing health, dental, vision, life insurance, and other benefits
 - Contributing to staff retirement accounts
 - Creating a new staff position

Provider Pay Report - Section E

Most agencies leveraged other fund sources in addition to HSD's provider pay increases.

The most common leveraged source was fundraising.

About half used additional government funds.

Detailed Funding Source Used for Worker Pay	# of Contracts*	% of Contracts*
Fundraising (Non-Government)	15	47%
State (Government)	13	41%
County (Government)	12	38%
Federal (Government)	11	34%
Other Agency Funds (Non-Government)	8	25%
Foundation (Non-Government)	5	16%
Other City (Government)	2	6%

Provider Pay Report - Section F

A **description of inflationary adjustments provided to staff**, including the amount of the inflationary adjustments and, if applicable, the extent to which inflationary adjustments provided under Seattle Municipal Code Section 3.20.060 was used to pay for staff inflationary adjustments.

- 342 of the positions in the sample received a wage increase
- Agencies reported an inflationary increase separate from total wage increase for 158 of these positions
- Many agencies did not distinguish between the amount of wage increase attributed to inflation from other sources

Provider Pay Report - Section F

Agencies reported limited data regarding inflationary adjustments vs. other wage adjustments.

Of agencies that did, a majority reported inflationary increase between 2% to 4%.

% of Inflation Increase	# of Positions	% of Positions
0.04% - 1%	17	11%
2% - 4%	97	61%
5% - 7%	29	18%
8% - 10%	15	9%
Grand Total	158	100%

Summary of Key Results

- 75% of staff working in HSD-contracted programs received a pay increase in 2024
 - Those staff received an average increase of 8%
- Most wage increases went to lower-paid positions
 - 74% of wage increases went to positions earning under \$40/hour
- Most agencies leveraged other fund sources in addition to HSD's human services worker wage increases
 - Top sources include Fundraising, State, County, and Federal

Provider Pay in 2026

- In the 2026 adopted budget, an additional 2% provider pay increase was added for contracts with human services providers
- The total provider pay increase since 2024 is 4%
- Provider pay increases are in addition to the annual inflationary requirement by the SMC, altogether totaling an increase of 18.5%, since 2024



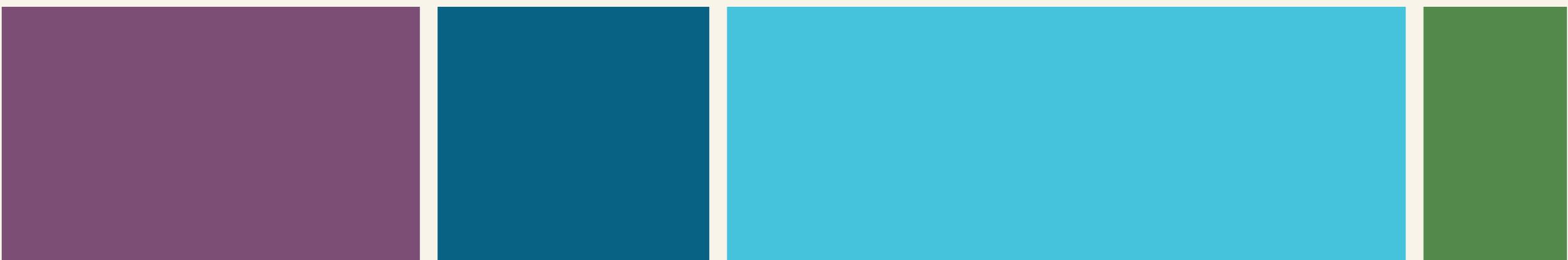
Questions



Legislation Text

File #: Inf 2840, **Version:** 1

Overview of Veterans, Seniors and Human Services Levy Workforce Investments



The King County Veterans, Seniors, and Human Services Levy

Human Service, Labor & Economic Development Committee Briefing

Presenters:

Michael Bailey, Division Director, DCHS' Adult Services Division

Last updated: 2.18.2026

- Welcoming Statements ▼
- DCHS Overview
- Our Three Priority Populations
- The Five VSHSL Result Areas ▼
 - Healthy Living
 - Financial Stability
 - Housing Stability
 - Social Engagement
 - Service System Access & Improvement
- Wage Equity ▼
 - Understanding the Current Problem
 - SS7 Countywide Nonprofit Workforce Surveys
 - Our Strategy for Change
 - FS 6 Workforce Stabilization Funding
 - Our One DCHS Approach
 - Coordinating Across DCHS
 - “Stay Connected” Information

Last updated
February 2026



About DCHS

DCHS reaches nearly **440,000** community members annually through the services it provides.

The services and programs DCHS invest in consist of behavioral health treatment, affordable housing and related services, childcare resources, services for kids and families, education and employment for youth and young adults, veteran services, senior supports, and inclusive resources for people with intellectual and developmental disabilities. These direct investments are part of King County’s efforts to create a welcoming community where every person can thrive.

DCHS currently employs **620 staff**, with total approved **Full-Time Employees (FTEs) of 655**.

MISSION

Provide equitable opportunities for people to be healthy, happy, and connected to community.

VISION

The Department of Community and Human Services supports and maintains vital communities, families and individuals. The field of human services exists to undo and mitigate unjust structures that historically, and currently, allocate benefit and burden in ways that favor some and disfavor others.

- Welcoming Statements ▼
- DCHS Overview
- Our Three Priority Populations
- The Five VSHSL Result Areas ▼
- Healthy Living
- Financial Stability
- Housing Stability
- Social Engagement
- Service System Access & Improvement
- Wage Equity ▼
- Understanding the Current Problem
- SS7 Countywide Nonprofit Workforce Surveys
- Our Strategy for Change
- FS 6 Workforce Stabilization Funding
- Our One DCHS Approach
- Coordinating Across DCHS
- "Stay Connected" Information

Last updated
February 2026

Focusing on Our Three Priority Populations

The VSHSL serves three key groups:



Veterans, servicemembers, and their families

7,692 Veterans, Military Servicemembers, and Their Respective Family Members served in 2024



Seniors and caregivers:

43,800 Seniors and Their Caregivers served in 2024



Resilient communities:

7,373 Members of Resilient Communities served in 2024



- Welcoming Statements ▼
- DCHS Overview
- Our Three Priority Populations
- The Five VSHSL Result Areas ▼
- Healthy Living
- Financial Stability
- Housing Stability
- Social Engagement
- Service System Access & Improvement
- Wage Equity ▼
- Understanding the Current Problem
- SS7 Countywide Nonprofit Workforce Surveys
- Our Strategy for Change
- FS 6 Workforce Stabilization Funding
- Our One DCHS Approach
- Coordinating Across DCHS
- “Stay Connected” Information

Last updated
 February 2026

Five Result Areas

& 55 Strategies and Sub-Strategies



- Welcoming Statements ▼
 - DCHS Overview
 - Our Three Priority Populations
- The Five VSHSL Result Areas ▼
 - Healthy Living
 - Financial Stability
 - Housing Stability
 - Social Engagement
 - Service System Access & Improvement
- Wage Equity ▼
 - Understanding the Current Problem
 - SS7 Countywide Nonprofit Workforce Surveys
 - Our Strategy for Change
 - FS 6 Workforce Stabilization Funding
 - Our One DCHS Approach
 - Coordinating Across DCHS
 - “Stay Connected” Information



What is the **Problem** That We’re Trying to Solve?

- Welcoming Statements ▾
- DCHS Overview
- Our Three Priority Populations
- The Five VSHSL Result Areas ▾
- Healthy Living
- Financial Stability
- Housing Stability
- Social Engagement
- Service System Access & Improvement
- Wage Equity ▾
- Understanding the Current Problem**
- SS7 Countywide Nonprofit Workforce Surveys
- Our Strategy for Change
- FS 6 Workforce Stabilization Funding
- Our One DCHS Approach
- Coordinating Across DCHS
- “Stay Connected” Information

Last updated
February 2026

Understanding the Current Problem



Problem

Difficulty in retaining staff, recruiting staff, and appropriately compensating staff remains an issues within our region’s human services sector.



18% turnover for full-time staff



20% turnover for part-time staff



29% believe they are under paid

- Welcoming Statements ▾
- DCHS Overview
- Our Three Priority Populations
- The Five VSHSL Result Areas ▾
- Healthy Living
- Financial Stability
- Housing Stability
- Social Engagement
- Service System Access & Improvement
- Wage Equity ▾
- Understanding the Current Problem
- SS7 Countywide Nonprofit Workforce Surveys
- Our Strategy for Change
- FS 6 Workforce Stabilization Funding
- Our One DCHS Approach
- Coordinating Across DCHS
- “Stay Connected” Information

Last updated
February 2026

Understanding the Current Problem

2025 King County Nonprofit Wage & Benefits Survey Report asked which of the following programs and policies they use to help with employee retention and increase employee engagement.



- Welcoming Statements ▼
 - DCHS Overview
 - Our Three Priority Populations
- The Five VSHSL Result Areas ▼
 - Healthy Living
 - Financial Stability
 - Housing Stability
 - Social Engagement
 - Service System Access & Improvement
- Wage Equity ▼
 - Understanding the Current Problem
 - SS7 Countywide Nonprofit Workforce Surveys
 - Our Strategy for Change
 - FS 6 Workforce Stabilization Funding
 - Our One DCHS Approach
 - Coordinating Across DCHS
 - “Stay Connected” Information



What is our **Strategy** To Solve That Problem?

- Welcoming Statements ▼
- DCHS Overview
- Our Three Priority Populations
- The Five VSHSL Result Areas ▼
- Healthy Living
- Financial Stability
- Housing Stability
- Social Engagement
- Service System Access & Improvement
- Wage Equity ▼
- Understanding the Current Problem
- SS7 Countywide Nonprofit Workforce Surveys
- Our Strategy for Change
- FS 6 Workforce Stabilization Funding
- Our One DCHS Approach
- Coordinating Across DCHS
- “Stay Connected” Information

Last updated
February 2026

Understanding the Our Strategy for Change



Strategy FS 6, **our Workforce Stabilization strategy**, aims to improve staff recruitment and retention within nonprofit organizations providing human services in King County, such as food security nonprofit providers serving unincorporated King County.

Funds may be used to support staff across an organization through related expenses including, but not limited to:

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

- Welcoming Statements ▾
- DCHS Overview
- Our Three Priority Populations
- The Five VSHSL Result Areas ▾
- Healthy Living
- Financial Stability
- Housing Stability
- Social Engagement
- Service System Access & Improvement
- Wage Equity ▾
- Understanding the Current Problem
- SS7 Countywide Nonprofit Workforce Surveys
- Our Strategy for Change
- FS 6 Workforce Stabilization Funding
- Our One DCHS Approach
- Coordinating Across DCHS
- “Stay Connected” Information

Last updated
February 2026

Implementing Our Strategy for Change



Program Design

In 2025, the Policy and Community Engagement Team held provider listening sessions to identify workforce recruitment and retention needs and barriers.

The team also reviewed strategies used in comparable settings, coordinated with other DCHS workforce initiatives, and analyzed findings from the 2025 King County Nonprofit Wage & Benefits Survey.



Eligible Expenses

Through a series of competitive RFX events we invited organizations to submit applications to receive funding to support the following workforce stabilization strategies identified in our listening session and through our research:

- Increased Wages
- Improved Benefits
- Reduced Cost of Living
- Professional Development and Training
- Bonuses

- Welcoming Statements ▾
- DCHS Overview
- Our Three Priority Populations
- The Five VSHSL Result Areas ▾
- Healthy Living
- Financial Stability
- Housing Stability
- Social Engagement
- Service System Access & Improvement
- Wage Equity ▾
- Understanding the Current Problem
- SS7 Countywide Nonprofit Workforce Surveys
- Our Strategy for Change
- FS 6 Workforce Stabilization Funding
- Our One DCHS Approach
- Coordinating Across DCHS
- “Stay Connected” Information

Last updated
February 2026

Implementing Our Strategy for Change

As part of a secondary literature review, we identified what improvement similar organizations were able to achieve when funding initiatives similar to what we have listed. Those include:

Eligible Expense	Applicable Research – What Studies Documented
Increased Wages	<ul style="list-style-type: none"> \$1/hour wage increase reduced turnover by 3.61% Organizations that implemented permanent hourly wage increases had turnover rates 14.6 percentage points lower 43% of grantees experienced decrease vacancy rates and 52% experienced improved retention rates
Improved Benefits	<ul style="list-style-type: none"> Workers enrolled in health benefits were more likely to remain employed past 11 months not enrolled
Professional Development and Training	<ul style="list-style-type: none"> Access to professional development and trainings more than twice a year correlated to longer retention.
Bonuses	<ul style="list-style-type: none"> Providers retained 82% of staff after distributing retention bonuses averaging \$3,429 Organizations providing retention bonuses had turnover rates 10 percentage points lower than those that did not.

- Welcoming Statements ▾
- DCHS Overview
- Our Three Priority Populations
- The Five VSHSL Result Areas ▾
- Healthy Living
- Financial Stability
- Housing Stability
- Social Engagement
- Service System Access & Improvement
- Wage Equity ▾
- Understanding the Current Problem
- SS7 Countywide Nonprofit Workforce Surveys
- Our Strategy for Change
- FS 6 Workforce Stabilization Funding
- Our One DCHS Approach
- Coordinating Across DCHS
- “Stay Connected” Information

Implementing Our Strategy for Change

VSHSL FS 6 Funded Supports, Rounds 1 & 2* supported the following efforts:



Increased Wages
 • **53** organizations



Benefit Enhancements
 • **38** organizations



Professional Development & Training
 • **61** organizations



Hiring & Retention Bonuses
 • **85** organizations



Cost of Living Subsidies
 • **19** organizations



Other
 • **15** organizations

**By March 2026 we will have Round 3 data*

- Welcoming Statements ▾
- DCHS Overview
- Our Three Priority Populations
- The Five VSHSL Result Areas ▾
- Healthy Living
- Financial Stability
- Housing Stability
- Social Engagement
- Service System Access & Improvement
- Wage Equity ▾
- Understanding the Current Problem
- SS7 Countywide Nonprofit Workforce Surveys
- Our Strategy for Change
- FS 6 Workforce Stabilization Funding
- Our One DCHS Approach
- Coordinating Across DCHS
- “Stay Connected” Information

Implementing Our Strategy for Change

Staff Recruitment

➤ Metric: Vacancy Rates

- The majority of respondents (29%) reported no impact to vacancy rates, indicating that staffing levels have largely remained stable, neither improving nor worsening.
- A notable share of respondents (17%) reported moderate impacts, suggesting early or emerging improvements in recruitment for some organizations.
- Vacancy trend data reinforces this finding, with 68% of respondents indicating vacancy rates are the same as prior to receiving FS-6 funds, while 28% reported decreases in vacancy rates.

Staff Retention

➤ Metric: Turnover Rates

- The largest share of respondents (29%) reported **some impact** on reducing turnover, indicating early stabilization effects across organizations.
- Nearly one-quarter (23%) reported a **moderate impact**, and 20% reported a **high impact**, suggesting meaningful turnover reductions for a substantial subset of providers.
- Turnover trend data reinforces these findings, with 58% of respondents indicating turnover rates are the **same** as prior to receiving FS-6 funds, while 40% reported **decreases in turnover**.

- Welcoming Statements ▼
- DCHS Overview
- Our Three Priority Populations
- The Five VSHSL Result Areas ▼
- Healthy Living
- Financial Stability
- Housing Stability
- Social Engagement
- Service System Access & Improvement
- Wage Equity ▼
- Understanding the Current Problem
- SS7 Countywide Nonprofit Workforce Surveys
- Our Strategy for Change
- FS 6 Workforce Stabilization Funding
- Our One DCHS Approach
- Coordinating Across DCHS
- “Stay Connected” Information

Implementing Our Strategy for Change

Feedback from current awardees on how King County can structure future funding investments to better support workforce stabilization efforts. (**Note:** Awardees asked to select all that apply.)

Theme	Description (What respondents emphasized)	% of Responses
Multi-year / Predictable Funding	Need for multi-year, sustained, predictable investments; concern about one-time or short-term funding	64.6%
Administrative Burden & Reporting Requirements	Reporting is overly burdensome, time-consuming, misaligned, or harmful for small orgs	40.0%
Flexibility in Use of Funds	Value of flexible spending (bonuses, stipends, wages, wellness, benefits, PD, tech)	47.7%
Cost of Living & True Cost of Services	Funding should reflect King County labor costs, COLA, Medicaid reimbursement gaps	32.3%
Positive Impact on Morale & Retention	Improved morale, feeling valued, retention, reduced burnout, workplace culture	41.5%
Short-Term Bonuses Preferred (Risk Management)	Bonuses/stipends preferred over permanent wage increases when funding is temporary	21.5%
Timing, Contracting & Payment Delays	Late contract execution, delayed payments, short commitment windows limiting impact	16.9%
Equity & Culturally Specific Workforce Needs	Importance of culturally/linguistically specific staff and equity-centered investments	20.0%
Need for Administrative / Capacity Funding	Desire to fund admin time, finance, HR, systems to support workforce investments	18.5%
Gratitude / No Additional Feedback	Expressions of appreciation or “no feedback / N/A”	29.2%

- Welcoming Statements ▼
- DCHS Overview
- Our Three Priority Populations
- The Five VSHSL Result Areas ▼
- Healthy Living
- Financial Stability
- Housing Stability
- Social Engagement
- Service System Access & Improvement
- Wage Equity ▼
- Understanding the Current Problem
- SS7 Countywide Nonprofit Workforce Surveys
- Our Strategy for Change
- FS 6 Workforce Stabilization Funding
- Our One DCHS Approach
- Coordinating Across DCHS
- “Stay Connected” Information

Last updated
February 2026

Implementing Our Strategy for Change

Currently unallowable FS 6 Workforce Stabilization Funding uses/expenses that if approved would further support workforce stabilization. **(Note: Awardees asked to select all that apply.)**

Expense Category	% of Respondents
New staff salaries	61.5%
Operational capacity building	56.9%
Replacement of salary funding for current staff	52.3%
Program expansion	33.8%
Volunteer / student / intern / participant or other non-staff supports	26.2%
Student loan payments or payments toward personal debt	23.1%
Devices	16.9%
Workforce supports for staff working outside of King County	13.8%
Other	12.3%
Capital purchases	10.8%

Other

- On-call and temporary worker coverage for direct service staff to attend professional development
- Tuition reimbursements to further education; CEU's reimbursements for licensed staff (e.g., ARNP, MDs, etc.)
- Devices to help replace old laptops, desks
- Salary funding of our staff to sustain new benefits.
- Student loan payments
- Capacity building / right-sizing
- Supplements to current funding to expand usage beyond the scope of the original application.
- Robust HR software.
- Cover the cost of accommodations for staff that needs to communicate with people outside the agency.
- Acquire cell phones for staff to reduce use of personal cell phones for business.

- Welcoming Statements ▼
 - DCHS Overview
 - Our Three Priority Populations
- The Five VSHSL Result Areas ▼
 - Healthy Living
 - Financial Stability
 - Housing Stability
 - Social Engagement
 - Service System Access & Improvement
- Wage Equity ▼
 - Understanding the Current Problem
 - SS7 Countywide Nonprofit Workforce Surveys
 - Our Strategy for Change
 - FS 6 Workforce Stabilization Funding
 - Our One DCHS Approach
 - Coordinating Across DCHS
 - “Stay Connected” Information



Partnering Throughout DCHS

- Welcoming Statements ▼
- DCHS Overview
- Our Three Priority Populations
- The Five VSHSL Result Areas ▼
- Healthy Living
- Financial Stability
- Housing Stability
- Social Engagement
- Service System Access & Improvement
- Wage Equity ▼
- Understanding the Current Problem
- SS7 Countywide Nonprofit Workforce Surveys
- Our Strategy for Change
- FS 6 Workforce Stabilization Funding
- Our One DCHS Approach
- Coordinating Across DCHS
- “Stay Connected” Information

Last updated
February 2026

Coordinating Our Strategy for Change



Another workforce supports program is complementing the FS 6 efforts.

The Behavioral Health and Recovery Division's Crisis Care Center Levy (CCC L) Strategy 3 is funding career pathway activities to support the development of the behavioral health workforce through:

- Stipends for paid internships;
- Clinical supervision costs;
- Professional licensure fees;
- Resources for community behavioral health agencies to promote the wellbeing of workers, and
- Clinical training, including evidence-based practice training.

The workforce supports outlined in the CCC L and VSHSL Implementation Plans are complementary and address different needs as expressed by the workforce and seen in the data. The Adult Services Division and the Behavioral Health Recovery Division are working in partnership to ensure funding opportunities are accessible to providers and not duplicative.

- Welcoming Statements ▾
 - DCHS Overview
 - Our Three Priority Populations
- The Five VSHSL Result Areas ▾
 - Healthy Living
 - Financial Stability
 - Housing Stability
 - Social Engagement
 - Service System Access & Improvement
- Wage Equity ▾
 - Understanding the Current Problem
 - SS7 Countywide Nonprofit Workforce Surveys
 - Our Strategy for Change
 - FS 6 Workforce Stabilization Funding
 - Our One DCHS Approach
 - Coordinating Across DCHS
 - “Stay Connected” Information

Last updated
February 2026

STAY CONNECTED!

Subscribe to our DCHS blog:
DCHSblog.com

Visit our website:
www.kingcounty.gov/VSHSL

Follow us on social media:
[@KingCountyVetsProgram](https://twitter.com/KingCountyVetsProgram)
[@KingCountyDCHS](https://twitter.com/KingCountyDCHS)





Legislation Text

File #: Inf 2841, **Version:** 1

Human Services Provider Roundtable Discussion

SHSC 2024–2025 Wage Equity Survey: Provider-Reported Impacts

Survey Base: 16 City-contracted human services organizations



1. Use of Wage Equity Funds

- Primarily applied to **direct wage increases** for frontline and program staff
- Supported annual wage adjustments and addressed wage compression
- Frequently braided with **other funding sources** to make increases meaningful

2. Workforce Stability Outcomes

- Providers report:
 - **Reduced turnover**
 - **Lower vacancy rates** and easier to fill open positions
- **Increased retention** of experienced staff

3. Service Delivery Impacts

- Providers link wage increases to:
 - Greater **continuity of care**
 - Improved **program reliability**
 - Stronger client relationships
 - Improved staff morale and engagement

4. Implementation Themes

- Across responses:
 - Wage equity adjustments are **stabilizing the workforce**
 - **Predictable, ongoing funding** enables responsible planning
 - Modest or **one-time adjustments limit long-term impact**

Providers consistently report that wage equity adjustments are functioning as intended:
Strengthening workforce stability and supporting service continuity.

SHSC and Wage Equity

Organizing & Study Authorization (Pre-2023)

- SHSC convenes a Wage Equity Leadership Team, mobilizes 100+ organizations and 300+ individuals,
- Secures City Council support under Councilmember Lisa Herbold and launches the UW/West Coast Poverty Center wage equity study to document the pay gap.

Research, Public Narrative & Philanthropic Alignment (2023)

- UW study confirms 30–37% wage gaps
- Philanthropy and funders join via coordinated sign-on letters urging adoption of recommendations.

Policy Wins & Budget Investments (2024-2025)

- 2024 Seattle budget includes \$4.3M for provider pay increases (in addition to inflation)
- 2025 Seattle budget includes another 2% towards Wage Equity for providers

Providers consistently report that wage equity adjustments are functioning as intended:
Strengthening workforce stability and supporting service continuity.