



# King County

1200 King County  
Courthouse  
516 Third Avenue  
Seattle, WA 98104

## Meeting Agenda

### Health, Housing, and Human Services Committee

*Councilmembers:*  
*Teresa Mosqueda, Chair;*  
*Reagan Dunn, Vice-Chair;*  
*Jorge L. Barón, De'Sean Quinn*

*Lead Staff: Sam Porter (206-263-2708)*  
*Committee Clerk: Angelica Calderon (206-477-0874)*

9:30 AM

Tuesday, April 1, 2025

Room 1001

#### REVISED AGENDA

**Hybrid Meetings:** Attend King County Council committee meetings in person in Council Chambers (Room 1001), 516 3rd Avenue in Seattle, or through remote access. Details on how to attend and/or provide public comment remotely are listed below.

Pursuant to K.C.C. 1.24.035 A. and F., this meeting is also noticed as a meeting of the Metropolitan King County Council, whose agenda is limited to the committee business. In this meeting only the rules and procedures applicable to committees apply and not those applicable to full council meetings.

**HOW TO PROVIDE PUBLIC COMMENT:** The Health, Housing and Human Services Committee values community input and looks forward to hearing from you on agenda items.

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1. In person: You may attend the meeting and provide comment in the Council Chambers.
2. By email: You may comment in writing on current agenda items by submitting your email comments to [kcccomitt@kingcounty.gov](mailto:kcccomitt@kingcounty.gov). If your email is received before 8:00 a.m. on the day of the meeting, your email comments will be distributed to the committee members and appropriate staff prior to the meeting.

	<p>Sign language and interpreter services can be arranged given sufficient notice (206-848-0355). TTY Number - TTY 711.</p> <p>Council Chambers is equipped with a hearing loop, which provides a wireless signal that is picked up by a hearing aid when it is set to 'T' (Telecoil) setting.</p>	
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3. Remote attendance at the meeting by phone or computer: You may provide oral comment on current agenda items during the meeting’s public comment period by connecting to the meeting via phone or computer using the ZOOM application <https://zoom.us/join>, and entering the Webinar ID number below.

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You have the right to language access services at no cost to you. To request these services, please contact Language Access Coordinator, Tera Chea at (206) 477 9259 or email [Tera.chea2@kingcounty.gov](mailto:Tera.chea2@kingcounty.gov) by 8:00 a.m. at least three business days prior to the meeting.

CONNECTING TO THE WEBINAR:  
Webinar ID: 842 7675 9952

If you do not have access to the ZOOM application, you can connect to the meeting by calling 1 253 215 8782 and using the Webinar ID. Connecting in this manner, however, may impact your ability to be unmuted to speak.



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To show a PDF of the written materials for an agenda item, click on the agenda item below.

1. Call to Order
2. Roll Call
3. Approval of Minutes p. 5  
*Minutes of March 4, 2025 meeting.*
- 4.

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#### 4. Public Comment

### Consent

5. Proposed Motion No. 2025-0015 **p. 9**

A MOTION confirming the executive's appointment of Nandita Sharma, who resides in council district three, to the King County women's advisory board, as an executive at-large representative.

**Sponsors:** Perry

*Sam Porter, Council staff*

### Briefing

6. Briefing No. 2025-B0043 **p. 15**

Federal Funding Cuts and Threats to Health, Housing, and Human Services

*Dwight Dively, Director, Office of Performance, Strategy and Budget*  
*Lisa Yohalem, President and CEO, HealthPoint*  
*Sarah Dickmeyer, External Affairs Manager, Plymouth Housing*

7. Briefing No. 2025-B0044 **p. 28**

Human Services Provider and Workforce Stability

*Kelly Rider, Director, Department of Community and Human Services (DCHS)*

8. Briefing No. 2025-B0046 **p. 29**



Stabilizing the Human Service Workforce Through Stability Grants from the City and County

*Jennifer Romich, Professor, UW School of Social Work*  
*Francis Kwofie, Member of SEIU Healthcare 1199NW*  
*Lauren Fay, Senior Business Manager, Downtown Emergency Service Center*

9. Briefing No. 2025-B0047 **p. 71**

Proviso Briefing Required by Ordinance 19861, Section 61, Community and Human Services Administration, Proviso P1, "On a plan to improve processing times for all awards of grant moneys for housing providers and payment for contracted services performed by human service providers within the department of community and human services.

*Jennifer Coldiron, Director of Impact and Data Strategy, DCHS*  
*Kevin Lo, Acting Chief Financial Officer, DCHS*

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## Other Business

## Adjournment



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# King County

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516 Third Avenue  
Seattle, WA 98104

## Meeting Minutes Health, Housing, and Human Services Committee

**Councilmembers:**

*Teresa Mosqueda, Chair;  
Reagan Dunn, Vice-Chair;  
Jorge L. Barón, De'Sean Quinn*

*Lead Staff: Sam Porter (206-263-2708)  
Committee Clerk: Angelica Calderon (206-477-0874)*

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9:30 AM

Tuesday, March 4, 2025

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**1. Call to Order**

*Chair Mosqueda called the meeting to order at 9:32 a.m.*

**2. Roll Call**

**Present:** 4 - Dunn, Barón, Mosqueda and Quinn

**3. Approval of Minutes**

*Councilmember Barón moved approval of the minutes of the February 4, 2025 meeting. Seeing no objections, the minutes were approved.*

**4. Public Comment**

*There are no individuals present to provide public comment.*

## Consent

5. **Proposed Motion No. 2024-0008**

A MOTION acknowledging receipt of the new pandemic response plan required by Motion 15650.

**Sponsors:** Balducci

**A motion was made by Councilmember Dunn that this Motion be Recommended Do Pass Consent. The motion carried by the following vote:**

**Yes:** 4 - Dunn, Barón, Mosqueda and Quinn

6. **Proposed Substitute Motion No. 2024-0228.2**

A MOTION acknowledging receipt of the second annual report on the second Best Starts for Kids initiative, in accordance with Ordinance 19354.

**Sponsors:** von Reichbauer and Mosqueda

**A motion was made by Councilmember Dunn that this Motion be Recommended Do Pass Consent. The motion carried by the following vote:**

**Yes:** 4 - Dunn, Barón, Mosqueda and Quinn

## Discussion and Possible Action

7. **Proposed Ordinance No. 2025-0030**

AN ORDINANCE approving the King County Consortium Consolidated Plan for 2025-2029.

**Sponsors:** Mosqueda

*Olivia Brey, Council staff, briefed the Committee on the legislation and answered questions from the members. Kristin Pula, Acting Deputy Director, Housing and Community Development Division, and Kelly Rider, Director, Department of Community and Human Services (DCHS), commented to the Committee and answer questions from the members.*

**A motion was made by Councilmember Dunn that this Ordinance be Recommended Do Pass Consent. The motion carried by the following vote:**

**Yes:** 4 - Dunn, Barón, Mosqueda and Quinn

## Briefing

8. **Briefing No. 2025-B0028**

DESC and DCHS Joint Briefing: Expansion of Mobile Crisis Teams and System Overview

*Kelly Rider, Director, Department of Community and Human Services (DCHS), Katrina Plewinski, Director of Mobile Response, DESC, and Dan Williams, Director of Housing, Downtown Emergency Service Center (DESC), were present to brief the Committee via PowerPoint presentation and answer questions from the members.*

**This matter was Presented**

**9. Briefing No. 2025-B0027**

2025 Health, Housing, and Human Services Committee Look Ahead.

*Sam Porter, Council staff, briefed the Committee and answered questions from the members.*

**This matter was Presented**

**Other Business**

*There was no other business to come before the committee.*

**Adjournment**

*The meeting was adjourned at 11:26 a.m.*

Approved this \_\_\_\_\_ day of \_\_\_\_\_

\_\_\_\_\_  
Clerk's Signature





**King County**

**Metropolitan King County Council  
Health and Human Services Committee**

**STAFF REPORT**

<b>Agenda Item:</b>	5	<b>Name:</b>	Sam Porter
<b>Proposed No.:</b>	2025-0015	<b>Date:</b>	April 1, 2025

**SUBJECT**

Proposed Motion to confirm the appointment of Nandita Sharma, who lives in Council District 3, to the King County Women's Advisory Board as an Executive at-large representative, for a partial term to expire on July 1, 2025.<sup>1</sup>

**BACKGROUND**

Described in King County Code 2.30, the Women's Advisory Board (WAB) was created to act in an advisory capacity to the King County Executive, the County Council, and make recommendations to ensure the needs, rights, and well-being of women in King County are taken into account in the development and implementation of legislation, policies, programs, and funding. The duties of the WAB are described in K.C.C. 2.30.010 as:

- A. To assess the needs of women in King County and make recommendations regarding how best to meet their unmet needs;
- B. To review county programs serving women, including their budgets, and recommend ways that these programs can be more responsive to the needs of women and more effective in meeting women's needs;
- C. To work with community members and service agencies, to identify, develop, and promote programs that will improve the status and well-being of women;
- D. To act as a proponent within county government to improve the status of women;
- E. To make recommendations to the county council and to the county executive on legislation, policies, programs and funding necessary to carry out the purposes of this chapter;
- F. To inform and educate the public regarding the status of women and policies and programs that may affect the status and well-being of women.

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<sup>1</sup> Proposed Motion 2025-0015

G. To work with other county boards and commissions, including the children and family commission, to further the purposes of the women's advisory board.

H. To submit an annual report during the first quarter of each year to the executive and council which summarizes the board's accomplishments, identifies recommendations from the past year's work and includes the board's work program for the coming year.

The King County WAB has fifteen members, one nominated from each Council District and six at-large members, of whom four shall be nominated by the Council and two shall be nominated by the Executive. All nominations shall represent a diversity of age, area of residence, profession, and race and ethnicity. Membership cannot include employees or board members of agencies receiving funding through the women's program. Nominees shall be appointed by the County Executive and confirmed by the County Council by motion.

### **APPOINTEE INFORMATION**

**Nandita Sharma** is a Lead Principal Product Manager for AI and Copilot at Microsoft, and currently serves on Microsoft's Diversity and Inclusion Committee and on the Women in E+D Employee Resource Group. According to her application materials, Ms. Sharma has, "led initiatives that improve diverse hiring, help hybrid work environment to support work life balance, provide a learning environment, and enhance growth opportunities for women at work." Additionally, Ms. Sharma states that she is, "particularly passionate about economic justice, gender-based violence, education and workforce development, and I am eager to bring this passion to the board's work."

### **ANALYSIS**

Staff has not identified any issues with the proposed appointment which appears to be consistent with King County Code requirements.

### **ATTACHMENTS**

1. Proposed Motion 2025-0015
2. Transmittal Letter
3. WAB Board Profile dated January 14, 2025



# KING COUNTY

## Signature Report

### ATTACHMENT 1

1200 King County Courthouse  
516 Third Avenue  
Seattle, WA 98104

### Motion

**Proposed No. 2025-0015.1**

**Sponsors Perry**

1           A MOTION confirming the executive's appointment of  
2           Nandita Sharma, who resides in council district three, to the  
3           King County women's advisory board, as an executive at-  
4           large representative.

5           BE IT MOVED by the Council of King County:

6           The county executive's appointment of Nandita Sharma, who resides in council  
7           district three, to the King County women's advisory board, as an executive at-large

8 representative, for a partial term to expire on July 1, 2025, is hereby confirmed.

KING COUNTY COUNCIL  
KING COUNTY, WASHINGTON

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Girmay Zahilay, Chair

ATTEST:

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Melani Pedroza, Clerk of the Council

APPROVED this \_\_\_\_ day of \_\_\_\_\_, \_\_\_\_\_.

---

Dow Constantine, County Executive

**Attachments:** None



## King County

**Dow Constantine**

King County Executive

401 Fifth Avenue, Suite 800

Seattle, WA 98104

**206-477-3306** Fax 206-296-0194

TTY Relay: 711

www.kingcounty.gov

January 8, 2025

The Honorable Dave Upthegrove

Chair, King County Council

Room 1200

C O U R T H O U S E

Dear Councilmember Upthegrove:

This letter transmits a proposed Motion confirming the appointment of Nandita Sharma, who resides in council district three, to the King County Women's Advisory Board, as an executive at-large representative, for a partial term expiring July 1, 2025.

Ms. Sharma's application, financial disclosure, board profile, and appointment letter, are enclosed to serve as supporting and background information to assist the Council in considering confirmation.

Thank you for your consideration of the proposed legislation. If you have any questions about this appointment, please have your staff call Tala Mahmoud, External Affairs Coordinator, at (206) 477-3306.

Sincerely,

Dow Constantine

King County Executive

Enclosures

cc: King County Councilmembers  
ATTN: Stephanie Cirkovich, Chief of Staff  
 Melani Hay, Clerk of the Council  
 Karan Gill, Chief of Staff, Office of the Executive  
 Penny Lipsou, Council Relations Director, Office of the Executive  
 Tala Mahmoud, External Affairs Coordinator, Office of the Executive  
 Marjan Didra, Staff Liaison  
 Nandita Sharma

**KING COUNTY WOMEN'S ADVISORY BOARD**

DATE: 01/14/2025

TOTAL NUMBER OF MEMBERS: 15

LENGTH OF TERM: 3-year term

\* *King County seeks to create an inclusive and accessible process for individuals who wish to serve on a King County board or commission. We strive to ensure that King County boards and commissions are representative of the communities we serve.*

**APPOINTED BOARD MEMBERS**

Pos. No.	Name	KCC District	Background	Date Appointed	Term Expires	Number of Appointed Terms
1	Vacant	1	As the district one representative		7/1/26	
2	Tanya Matthews	2	As the district two representative	6/17/21	7/1/24	1 full
3	Yasmin Ali	3	As the district three representative	5/12/24	7/1/25	1 full
4	Sarah Reyneveld	4	As the district four representative	5/6/16	7/1/24	1 partial, 2 full
5	Sarah Brusig	5	As the district five representative	4/3/24	7/1/26	1 partial
6	VACANT	6	As the district six representative		07/1/25	
7	Michelle Maley	7	As the district seven representative		7/1/27	
8	Maria Langbauer	8	As the district eight representative	10/1/24	7/1/26	1 partial
9	Vacant	9	As the district nine representative		7/1/27	
10	Hend Alhinnawi	6	As a council at-large representative	2/16/24	7/1/25	1 partial 1 full
11	Leslie Kay Hamada	9	As a council at-large representative	5/12/24	7/1/26	1 full
12	Ramsey O'Donnell	3	As a council at-large representative	5/12/24	7/1/27	1 full
13	Hafsa Azaz	3	As a council at-large representative	2/16/24	7/1/26	1 partial 1 full
14	Nandita Sharma	3	As an executive at-large representative	1/8/25	07/1/25	1 partial
15	VACANT		As an executive at-large representative		07/1/25	

# Federal Funding Update

April 1, 2025

(and I wish this were an April Fool's  
joke, but sadly it is not)

Dwight Dively

Director, Office of  
Performance, Strategy  
and Budget

# A Reminder: Overall Approach

## Overall Federal Revenue

- 2025 operating budget has over \$200M of federal revenue.
- Capital budgets often include expected federal revenue several years into the future.
- The County receives additional federal funding indirectly through the state.

## Coordination

- An interdepartmental County team is evaluating risks to federal revenue, monitoring developments, and coordinating communications and responses.
- The current guidance to department staff is to:
  - Continue best-practice grant management, including prompt billing and reporting.
  - Alert leadership of any changes to access to billing or reporting systems.
- Communication with external partners and community groups includes:
  - For now, the work partners have been doing and continue to do under federally-backed contracts will be paid.
  - The situation is changing rapidly, and County leadership is continuing to monitor and analyze emerging federal activities as well as the court actions occurring in response.
  - If the County becomes aware of a potential impact to a specific funding stream, County staff will contact affected partners as soon as possible.



## Three Types of Risk

- Some federal agencies have been directed to stop payments on existing grants or to impose new conditions on the funding. There are multiple lawsuits against these actions and injunctions are in place that require agencies to continue to provide funds. These injunctions are being appealed. Agency compliance with the injunctions varies.
- New grants or renewals of existing grants sometimes have conditions that violate State law or County policy. It is likely that the County will lose funds in such situations.
- The U.S. House budget resolution for fiscal year 2026 implies major reductions to domestic federal programs, such as Medicaid and SNAP. Medicaid reductions could reduce funding for Public Health and DCHS in October.

## First the Good News...

- County departments, including Metro and the Climate Office, are able to access funding for many existing grants.
- Some new or renewed grants have been received, including renewal of a tuberculosis grant for Public Health and a new small justice-related grant for PSB.
- The County spent all of its CLFR (pandemic response) funds by the end of 2024, so a recent federal directive to claw back unspent funds should not affect the County.

## But the Bad News...

- About 10 days ago, the EPA notified Public Health that it was terminating a \$1 million grant that funds efforts to assist low-income households improve indoor air quality. Most of this funding goes to five non-profit organizations. The County is appealing and should have a decision within 30 days.
- Last week, HHS notified Public Health that two COVID response grants were terminated because the pandemic has ended. This was originally described as a loss of \$20 million, but these grants have been in place for many years and less than \$2 million of spending was planned in 2025. One grant would have had spending in 2026. About 40 non-profit organizations would have received funds from these sources, although the amounts are small. Options to respond are being evaluated.

## Fiscal 2026 Budget

- If Congress can pass appropriations bills (hardly a sure thing), cuts in domestic discretionary funds and Medicaid could have substantial effects on funding for County departments.
- The administration is openly discussing eliminating entire agencies, including FEMA. In addition to the OEM staff funded with FEMA grants, the absence of federal funding to respond to disasters would be devastating.
- Other potential federal actions, such as reducing Medicaid, SNAP, or housing support, would hurt lower-income County residents and put more pressure on programs funded by the State and local governments and non-profits.

## And It Isn't Just About the Money...

- Federal agencies provide critical research, policy guidance, and support.
- While this covers many County functions, losing support for Public Health would be especially damaging. Already, entire health-related federal agencies are being proposed for elimination.



# Health, Housing, and Human Services Committee

April 1, 2025 | King County Council

# Plymouth Housing's Mission



**To eliminate homelessness and address its causes** by preserving, developing and operating safe, quality, supportive housing and by providing adults experiencing homelessness with opportunities to stabilize and improve their lives

---

# Plymouth Housing Background



**Nonprofit housing developer**  
founded in 1980



Operates **17 permanent supportive housing facilities** in King County, including one in Bellevue



Serves **formerly homeless adults**



Believes **everyone deserves a home**



# Our Model – Permanent Supportive Housing

## **“Permanent”**

There is no time limit on our housing

## **“Supportive”**

We connect our residents with services that can help them thrive

(e.g. case management to connect residents with Social Security or veterans' benefits)

## **“Housing First”**

A stable home is needed before an individual can rebuild their life

# Where We Are and Who We Serve



Of the nearly **1,400** residents of Plymouth Housing in 2023:

- **62%** seniors (55+)
- **52%** people of color
- **11%** veterans
- **96%** possess at least one disability
- **\$8,500** average annual income

# What We're Facing

## Existing Challenges

- **Shortage of affordable housing**, particularly for people with very low incomes or need for supportive services
- **Community-wide need** for behavioral healthcare and substance use treatment services
- **Rising costs** of construction, development, and essential operations of affordable and supportive housing

## New Federal Challenges

- **Executive Orders**
- **Tariffs**
- **Potential federal funding reductions**, including:
  - Vouchers and other rental subsidies
  - Continuum of Care
  - HUD staffing
  - Medicaid and other support programs
- **Volatility and uncertainty**
- **Systemic impacts**



**King County**

## **Health, Housing and Human Services Committee**

**April 1, 2025 Meeting**

**Agenda Item No. 7**

**Briefing No. 2025-B0044**

### **Human Services Provider and Workforce Stability**

**No Materials for this item will be available before the  
meeting.**

# WAGE | EQUITY | STUDY

## Wage Equity for Non-Profit Human Services Workers:

A study of work and pay in  
Seattle and King County

# WAGE | EQUITY | STUDY

Wage Equity for Non-Profit  
Human Services Workers:  
A study of work and pay in  
Seattle and King County

FEBRUARY 2023

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For more information, see <https://socialwork.uw.edu/wageequitystudy>

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# WAGE | EQUITY | STUDY

Wage Equity for Non-Profit  
Human Services Workers:  
A study of work and pay in  
Seattle and King County

FEBRUARY 2023

# About this 2023 study

- Funding: City of Seattle Human Services Department
- UW-led team of national and international scholars
  - Advised by a Steering Committee convened by the Seattle Human Services Coalition
  - Interpretations and conclusions are ours alone

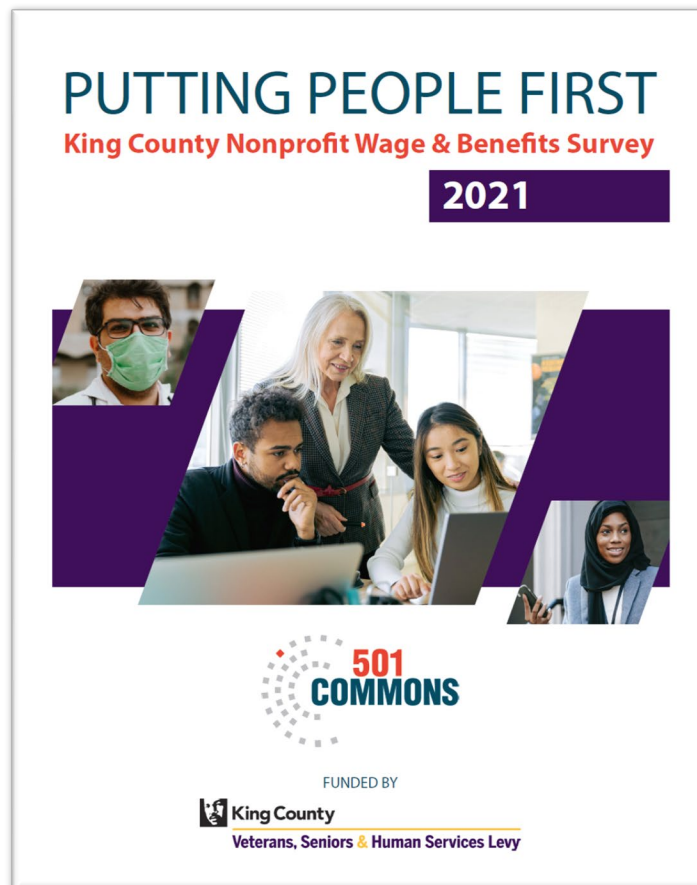


**Conclusion:** Achieving wage equity for workers at non-profit human services organizations requires substantially increasing wage rates.

- Market data show pay gaps of 30% or more
- Detailed job analysis confirms substantial devaluation

Recommendations include an immediate real 7% pay increase and substantial longer-term increases by 2030.

# Building on knowledge that non-profit human services workers are paid less than other workers in our region.

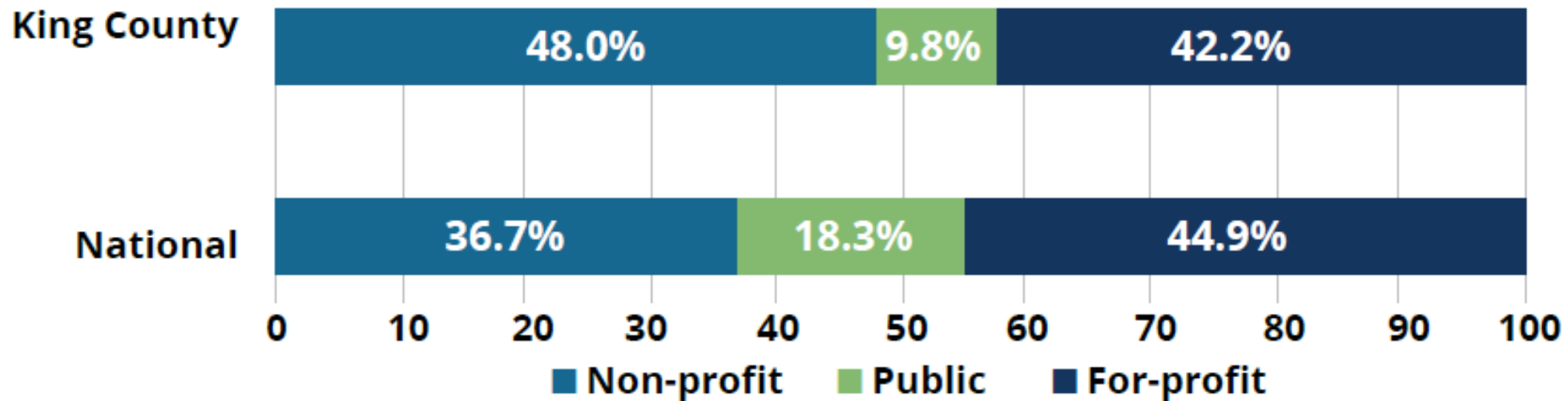


# Building on knowledge that non-profit human services workers are paid less than other workers in our region.

- Study goals:
  1. Estimate the wage gap
  2. Examine **comparable worth**
    - Comparable worth = “equal pay for equivalent work”
- Methods: policy review plus original data analysis
  - Market analysis
  - Job evaluation analysis

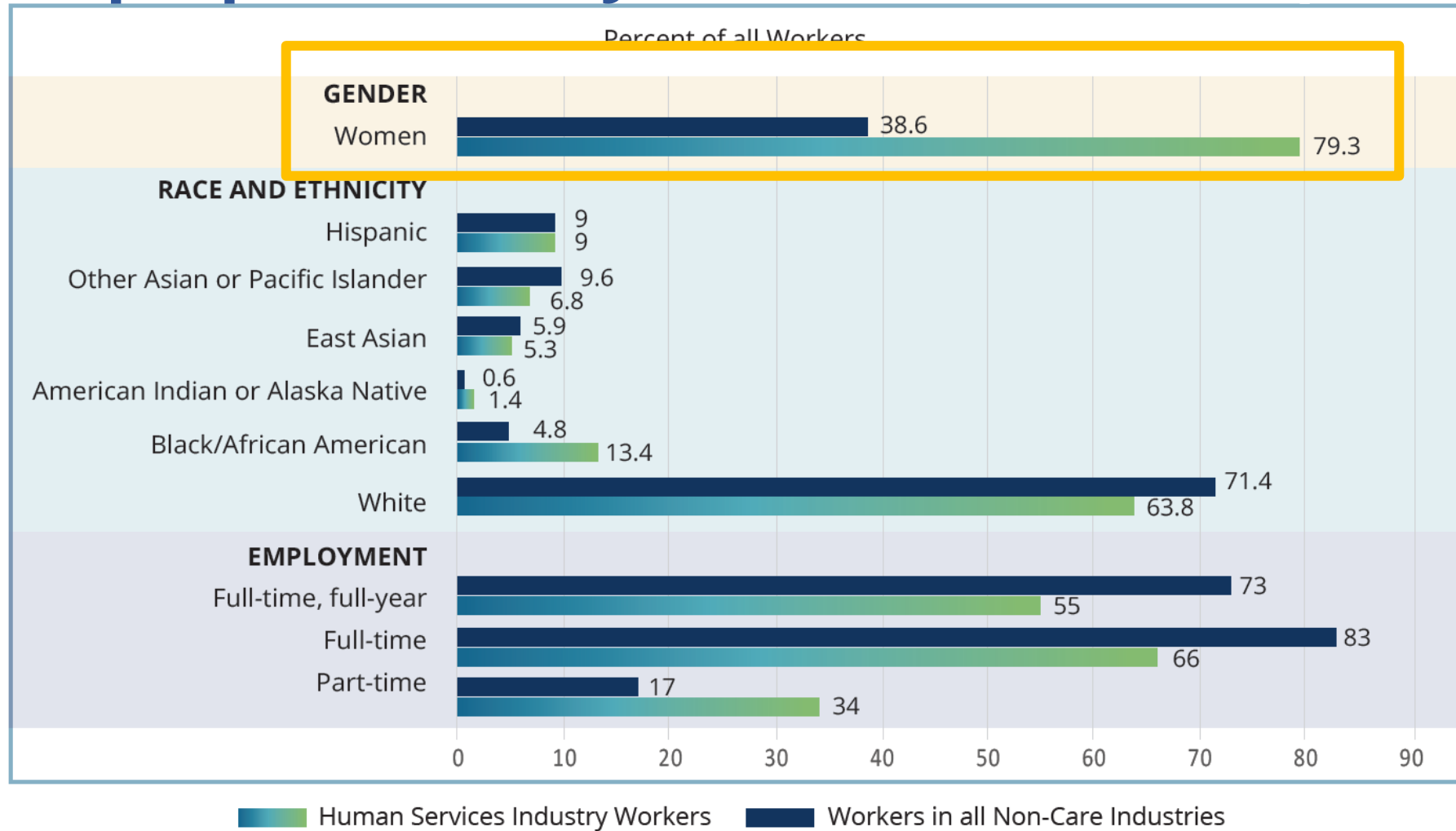
# Human services workers

- Disproportionately in the non-profit sector

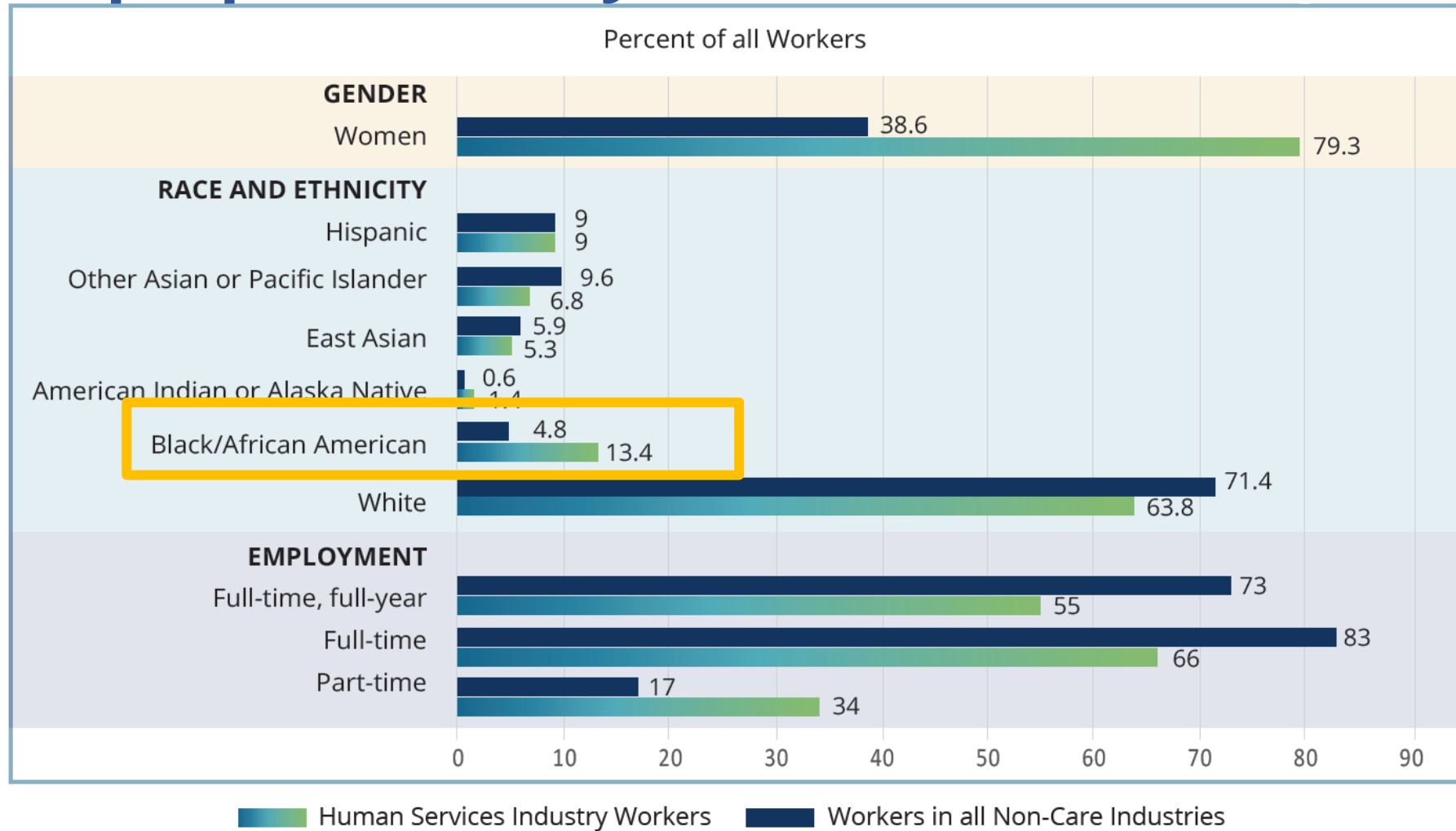


Analysis of 2005-2019 American Community Survey. All workers. Figure 1 in main report and Appendix 3, Table 1.

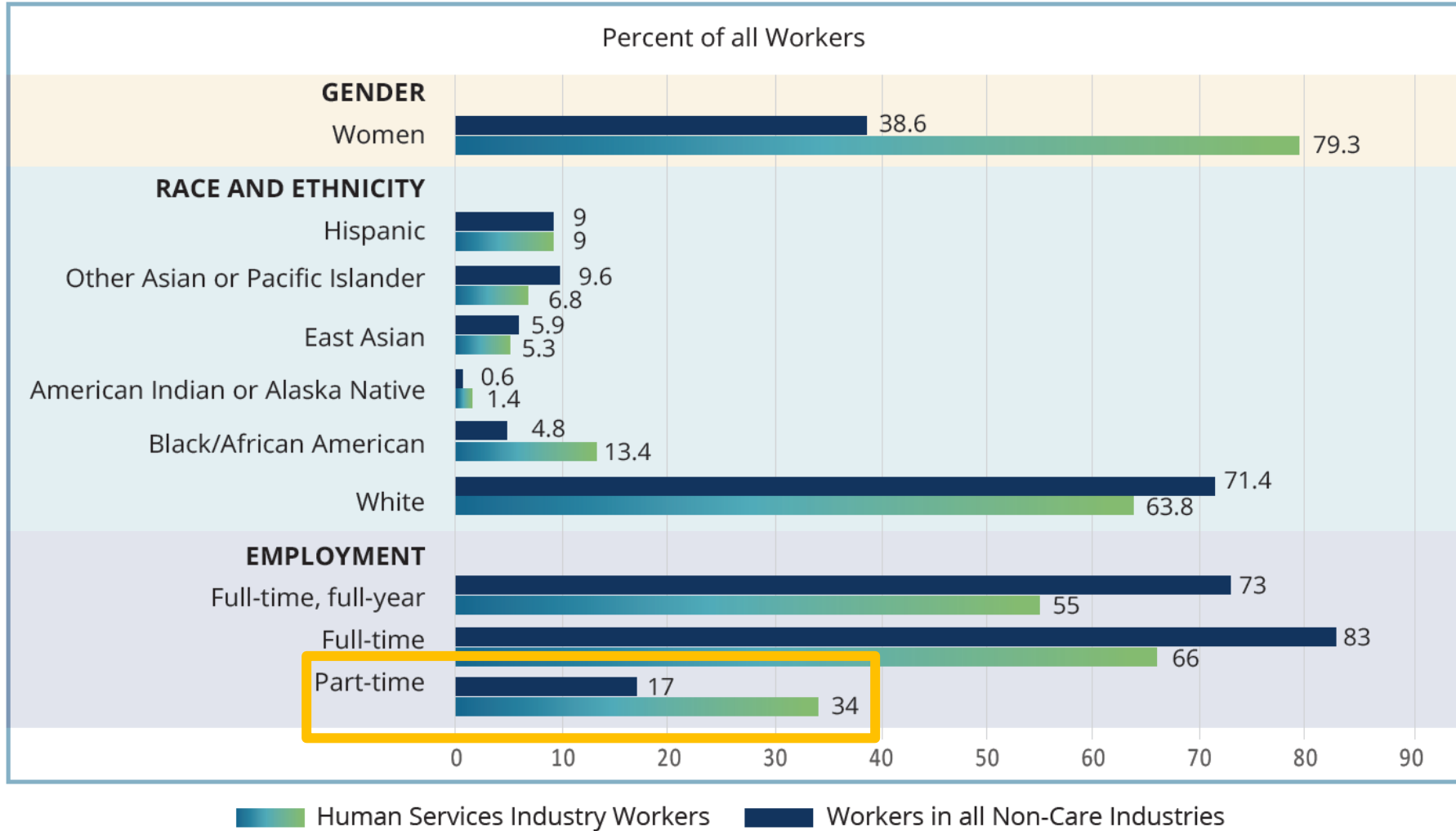
# King County human services workforce is disproportionately female

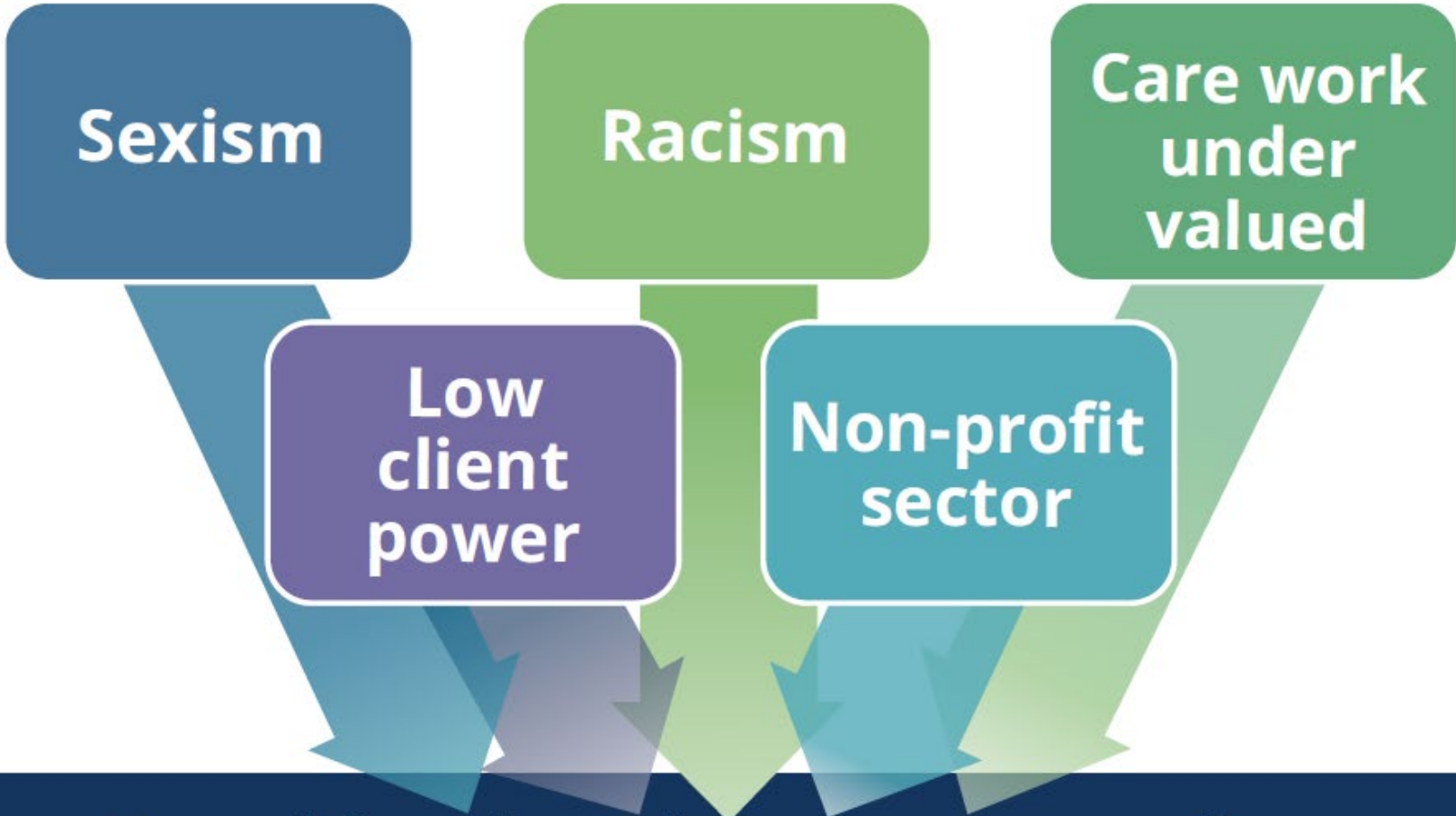


# King County human services workforce is disproportionately female, Black



# King County human services workforce is disproportionately female, Black, and part-time





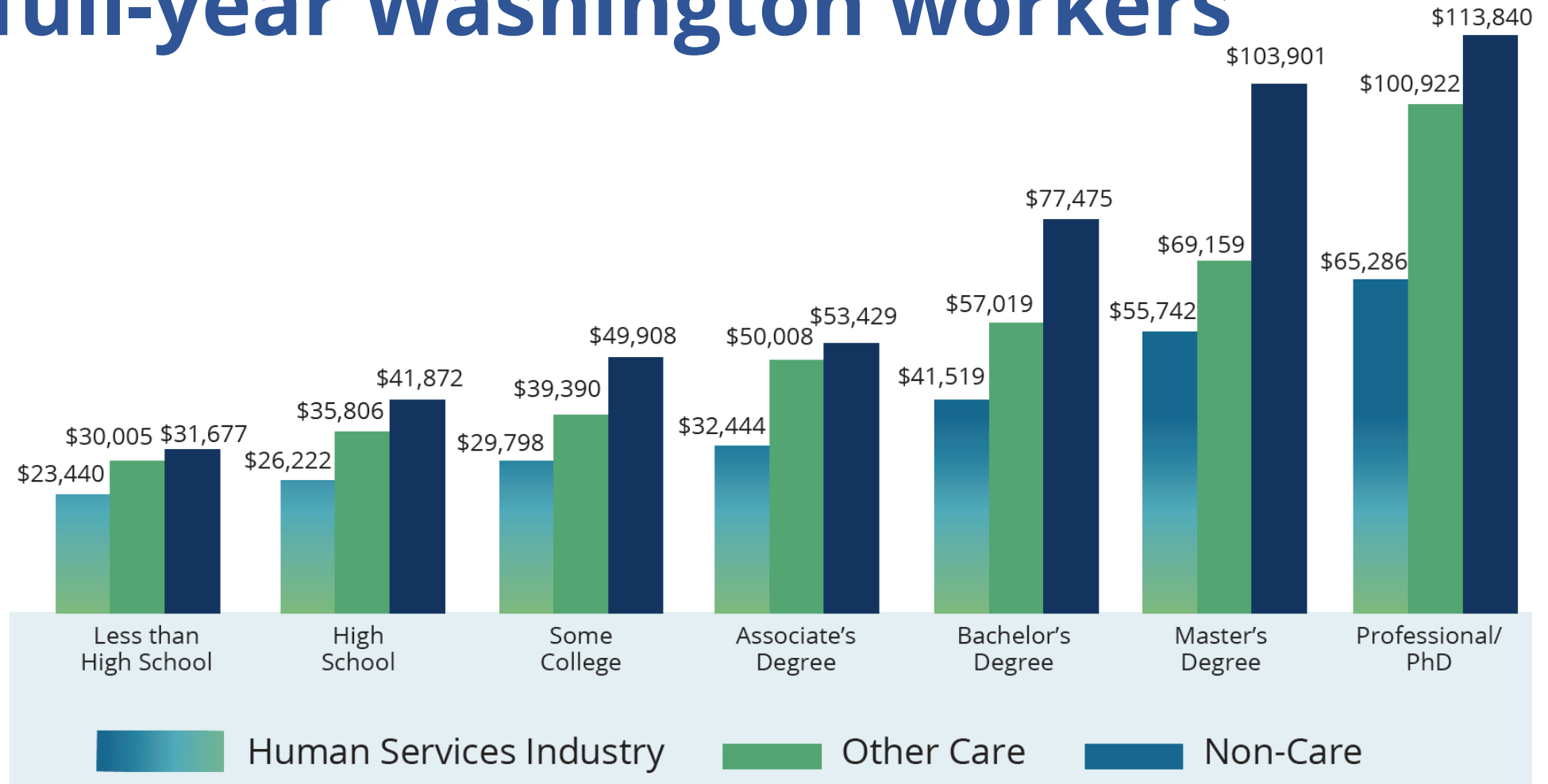
**Penalties that depress wages for non-profit human services workers**



# Market analysis

- What are human services workers in King County paid relative to workers in other care and non-care industries?
- Two data sources
  - American Community Survey (Census Bureau)
  - Washington State Employment Security Department

# Median annual earnings for full-time, full-year Washington workers



Amounts shown in 2019 dollars. Un-adjusted medians. ACS workers ages 18-64. See Figure 5 and Appendix 3, Figure 2.

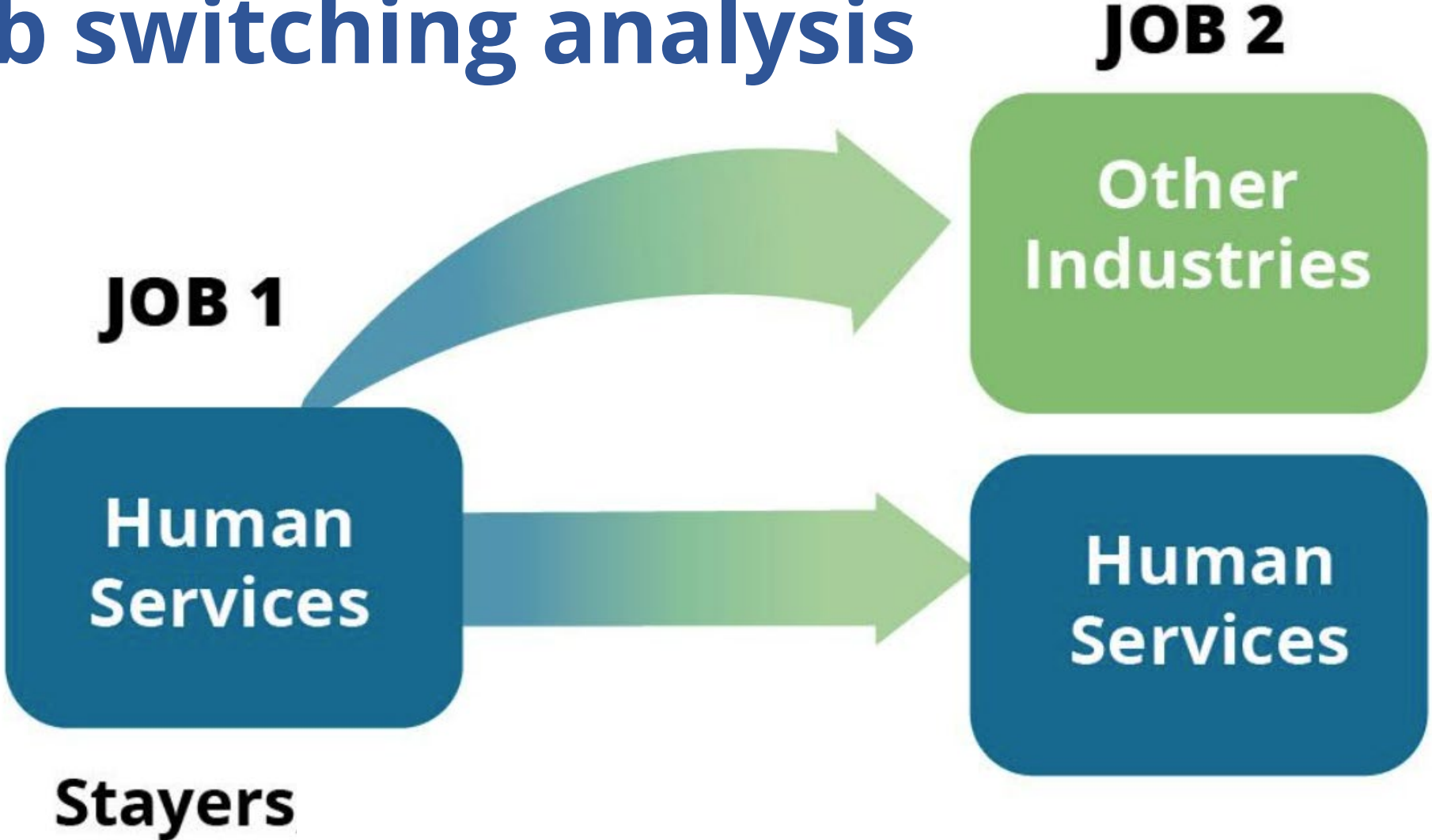
# Industry and sector wage penalties, Washington state

Relative to workers in non-care industries...

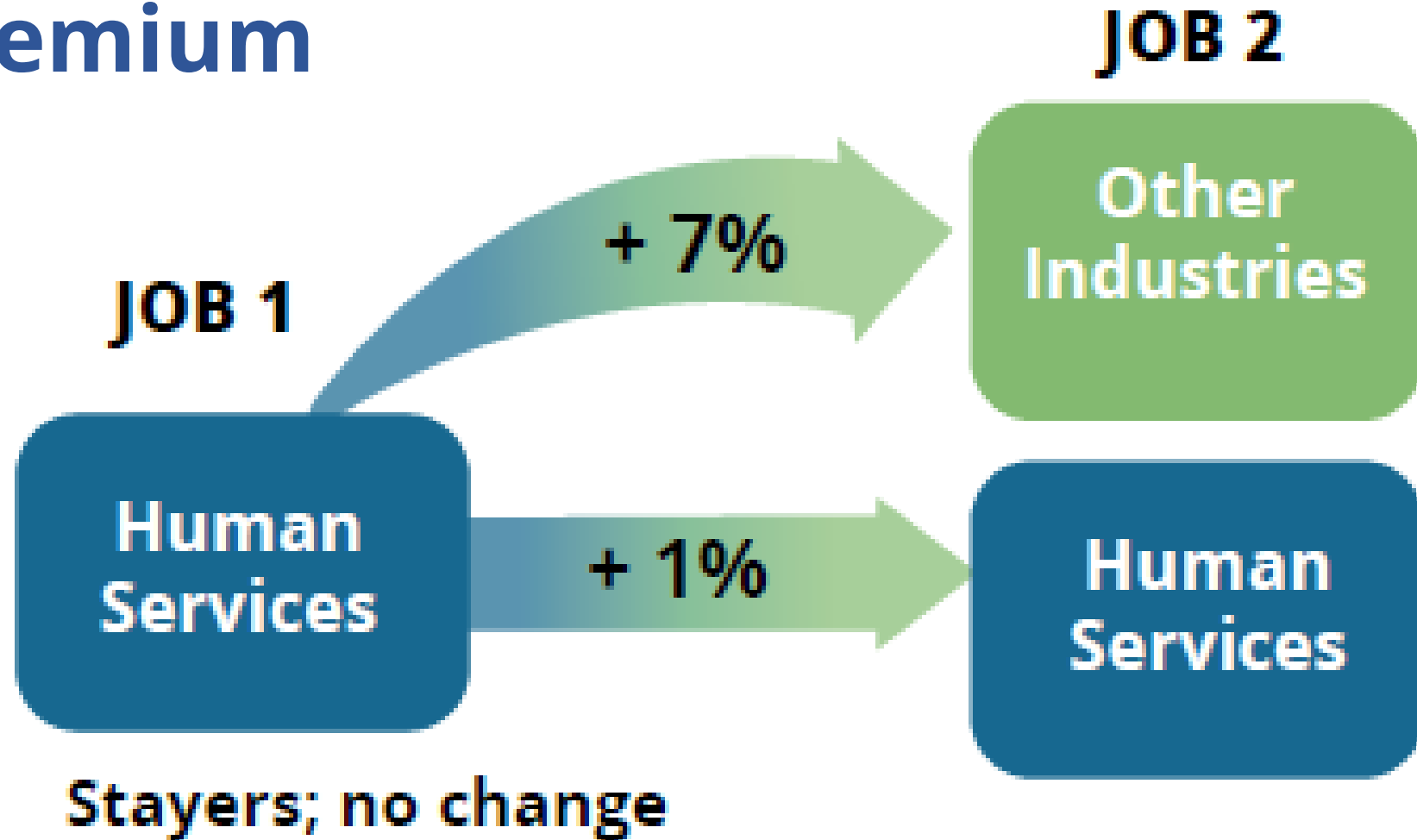


Multivariate analysis of American Community Survey data for full-time, full-year workers ages 18-64. Analysis controls for worker characteristics and time trends. Source: Appendix 3, Exhibit H.

# Job switching analysis



# Seattle workers who leave human services see a 7% *hourly wage increase premium*



# Workers who leave human services

- Are paid an earnings premium of 7% more per hour a year later (raw increase is 14%)
- Total quarterly earnings premium of 31% a year later

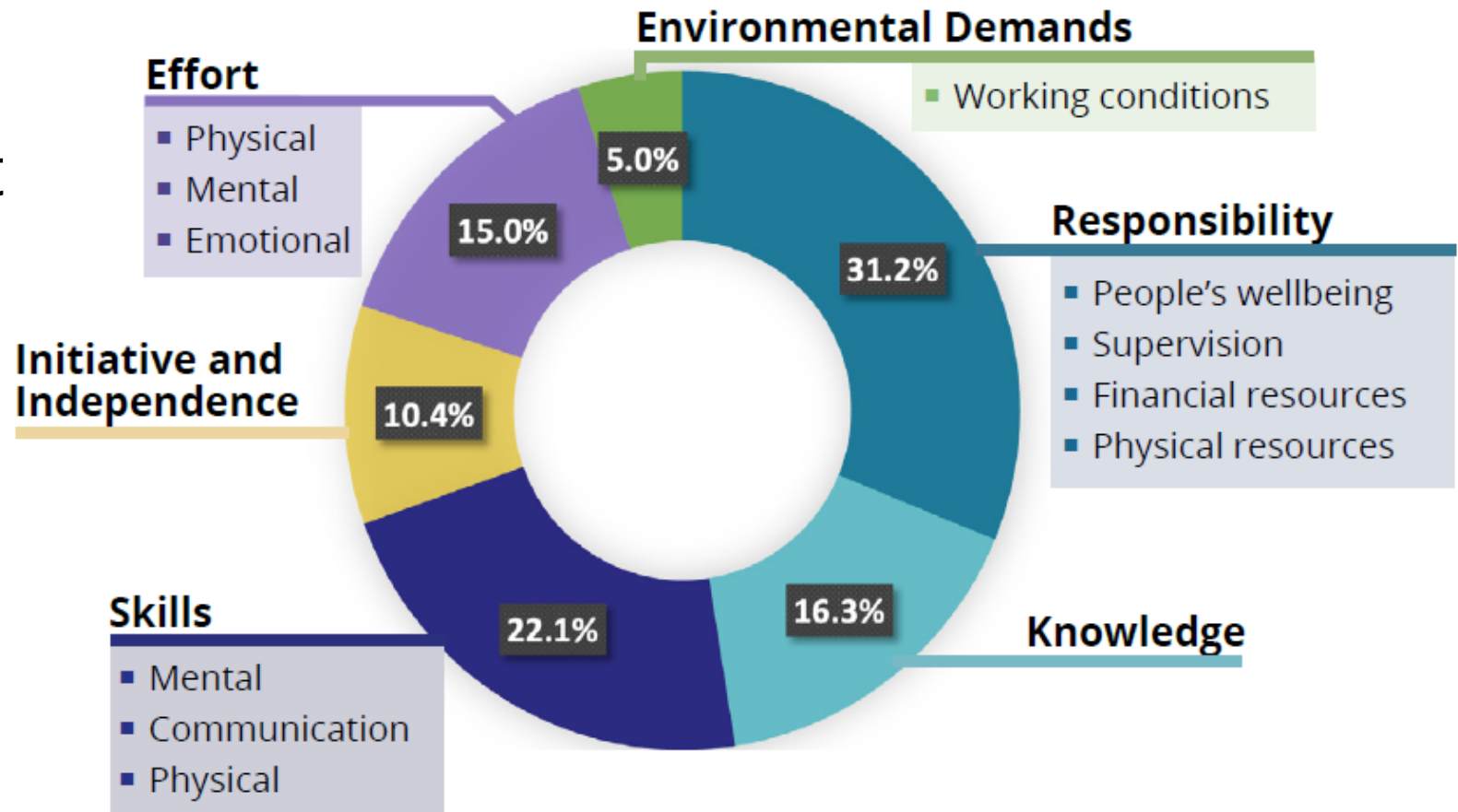
Source: Appendix 3, Table 5 and Exhibit M.2.

# Job evaluation analysis

- Compare different jobs based on characteristics
- In-depth examination of specific jobs

# Job evaluation analysis

- Compare different jobs based on characteristics
- In-depth examination of specific jobs





# Sample and methods

- Human services workers from 4 job types: childcare workers, case managers, intake specialists, and directors
- Comparator job-holders from a range of other jobs
- All from King County, including Seattle
- Survey + interview, N=22, October – December 2022

# Findings: King county non-profit human services workers are paid less for jobs that are as or more demanding than other jobs

**Table 2. Job evaluation (JE) scores and median King County salaries, non-profit human services jobs**

JE score	Job title	Area median salary
404	Teaching Assistant	\$39,177
430	School Age Enrichment Worker	\$45,752
447	Youth Advocate	\$43,663
460	Office Assistant/Intake Coordinator	\$41,600
505	Early Learning Director/Site Coordinator	\$66,048
522	Case Manager	\$60,099
528	Program Manager	\$66,048
581	Manager - Housing Services	\$58,033
601	Coalition Director Programs and Membership	\$66,048
669	Children's Advocate	\$55,059
684	HR Director, Housing Organization	\$140,442
716	Director - Housing Services	\$78,162

**Table 3. Job evaluation (JE) scores and median area salaries, comparator jobs**

JE score	Job title	Area median salary
367	Office Manager	\$62,710
370	Public Sector Administrator/Project Manager	\$76,860
427	Journey Electrician	\$79,020
449	Dispatcher/Office Manager	\$55,070
492	Business Representative	\$130,750
512	Facilities Manager/Administrator	\$81,465
577	Private School Equity Director	\$133,243
593	Attorney	\$129,147
599	Compliance Director	\$132,230
710	Construction Project Manager	\$104,458

# Findings: King county non-profit human services workers are paid less for jobs that are as or more demanding than other jobs

Table 2. Job evaluation (JE) scores and median King County salaries, non-profit human services jobs

JE score	Job title	Area median salary
404	Teaching Assistant	\$39,177
430	5015 Teacher - Instruct W/Ass	\$45,752
447	Youth Advocate	\$43,663
460	Office Assistant/Intake Coordinator	\$41,600
505	Early Learning Director/Site Coordinator	\$66,048
522	Case Manager	\$60,099
528	Program Manager	\$66,048
581	Manager - Housing Services	\$58,033
601	Coalition Director Programs and Membership	\$66,048
669	Children's Advocate	\$55,059
684	Director - Housing Services	\$78,162
716	Director - Housing Services	\$78,162

**404 Teaching Assistant**

**716 Director - Housing Services**

Table 3. Job evaluation (JE) scores and median area salaries, comparator jobs

JE score	Job title	Area median salary
367	Office Manager	\$62,710
370	Public Health Educator	\$76,860
427	Journey Electrician	\$79,020
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577	Private School Equity Director	\$133,243
593	Attorney	\$129,147
599	Compliance Specialist	\$104,458
710	Construction Project Manager	\$104,458

**367 Office Manager**

**710 Construction Project Manager**

## Figure 9. Teaching Assistant Job Comparison

Comparing job evaluation factor scores and pay for a non-profit human services job and a similarly-scored job not in human services



**TEACHING ASSISTANT  
NON-PROFIT SECTOR**  
Median Pay **\$39,177/year**  
Job Evaluation Score **404**

**ADMINISTRATOR/PROJECT  
MANAGER  
PUBLIC SECTOR**  
Median Pay **\$76,860/year**  
Job Evaluation Score **370**

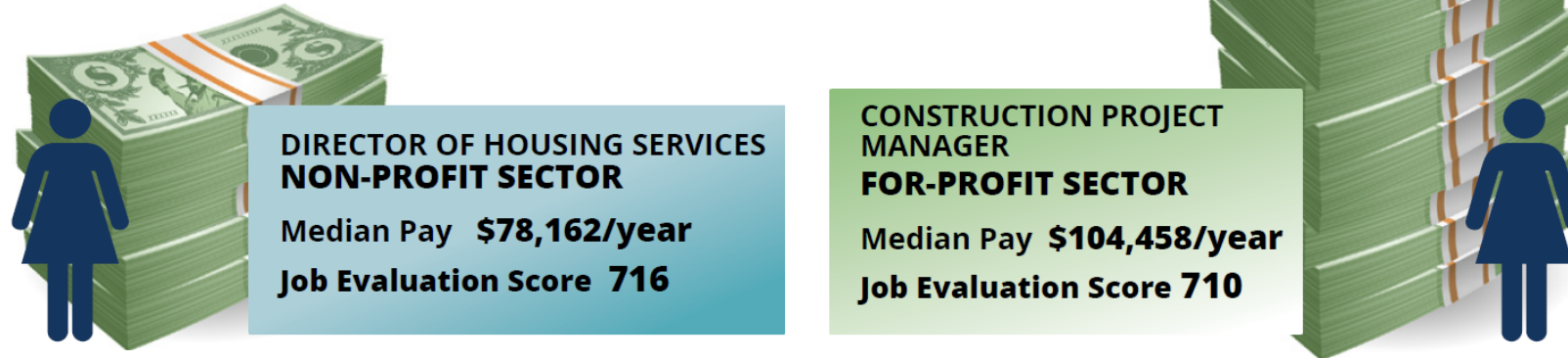


FACTOR	SCORE	
Knowledge	80	60
Skills		
Mental	39	39
Interpersonal Communication	52	52
Physical	26	26
Demands		
Physical	20	10
Mental	30	20
Emotional	20	10
Responsibility		
For People	39	26
For Supervision	13	26
For Financial Resources	13	26
For Physical Resources	13	26
Working Conditions	20	10
Initiative/Independence	39	39
<b>TOTAL</b>	<b>404</b>	<b>370</b>

Source: Job evaluation scores from study analysis (see text and Appendix 4 for details). Human services salary data from 2021 King County Nonprofit Wage and Benefit Report (501 Commons, 2021). Comparison salary data from Bureau of Labor Standards (2022) for Seattle-Bellevue-Tacoma metro area.

## Figure 10. Director of Housing Services Job Comparison

Comparing job evaluation factor scores and pay for a non-profit human services job and a similarly-scored job not in human services



FACTOR	SCORE	
Knowledge	121	142
Skills		
Mental	65	78
Interpersonal Communication	65	65
Physical	26	39
Demands		
Physical	20	20
Mental	40	40
Emotional	40	20
Responsibility		
For People	65	52
For Supervision	65	39
For Financial Resources	52	65
For Physical Resources	39	52
Working Conditions	40	20
Initiative/Independence	78	78
<b>TOTAL</b>	<b>716</b>	<b>710</b>

Source: Job evaluation scores from study analysis (see text and Appendix 4 for details). Human services salary data from 2021 King County Nonprofit Wage and Benefit Report (501 Commons, 2021). Comparison salary data from Bureau of Labor Standards (2022) for Seattle-Bellevue-Tacoma metro area.

# Short-term recommendations

1. Raise real wage rates by a minimum of 7% for non-profit human services workers in the near term.
2. Adjust for inflation separately.
3. Maintain or improve benefits and job characteristics.
4. Consider wages in racial and gender equity work.

# Longer-term recommendations

5. Substantially increase wages for non-profit human services workers to align with those of workers doing comparable work in other sectors and industries.
6. Create a salary grade system.
7. Use public contracts to further wage equity.

# The math...

- Closing a 30% gap
  - \$70,000 to \$100,000 requires a 43% raise
- Closing a 37% gap
  - \$63,000 to \$100,000 requires a 59% raise



# Longer-term recommendations

5. Substantially increase wages for non-profit human services workers to align with those of workers doing comparable work in other sectors and industries.
6. Create a salary grade system.
7. Use public contracts to further wage equity.

# Thank you

For more information, see  
<https://socialwork.uw.edu/wageequitystudy>



# Practical Strategies for Paying Direct Service Staff a Living Wage

Lauren Fay  
Senior Business Manager  
DESC  
Seattle/King County, WA





# DESC's Wage Goal History



DESC has endeavored to increase wages for our workers, particularly since 2016, when agency leadership began making concerted efforts towards this goal. Using annually released data from the Bureau of Labor Statistics, and Archbright Non-profit wage comparisons, we set our **initial goal at getting all our positions to median market wages for comparable positions in our community.**



**Each year** we examined our various positions, and the comps available, and **budgeted for increases necessary to make progress towards this goal.**



We had quite a way to go when we began this journey, but through smart budgeting, strong contract negotiations with our funders, discussions with local leaders, advocacy work at various levels of government, and in partnership with our employees' labor union, SEIU 1199NW, **in 2022 we accomplished our initial goal!** **We need your continuous support though, to not lose ground, and to keep the momentum building.**

# DESC'S CURRENT WAGE GOAL

**All workers earn a dignified wage that affords them the ability to live in an apartment, in the city they serve, without rent burden.**

*Note: Currently in Seattle for a studio apartment that would need to be a salary of \$88,440 a year (as of June 2024).*

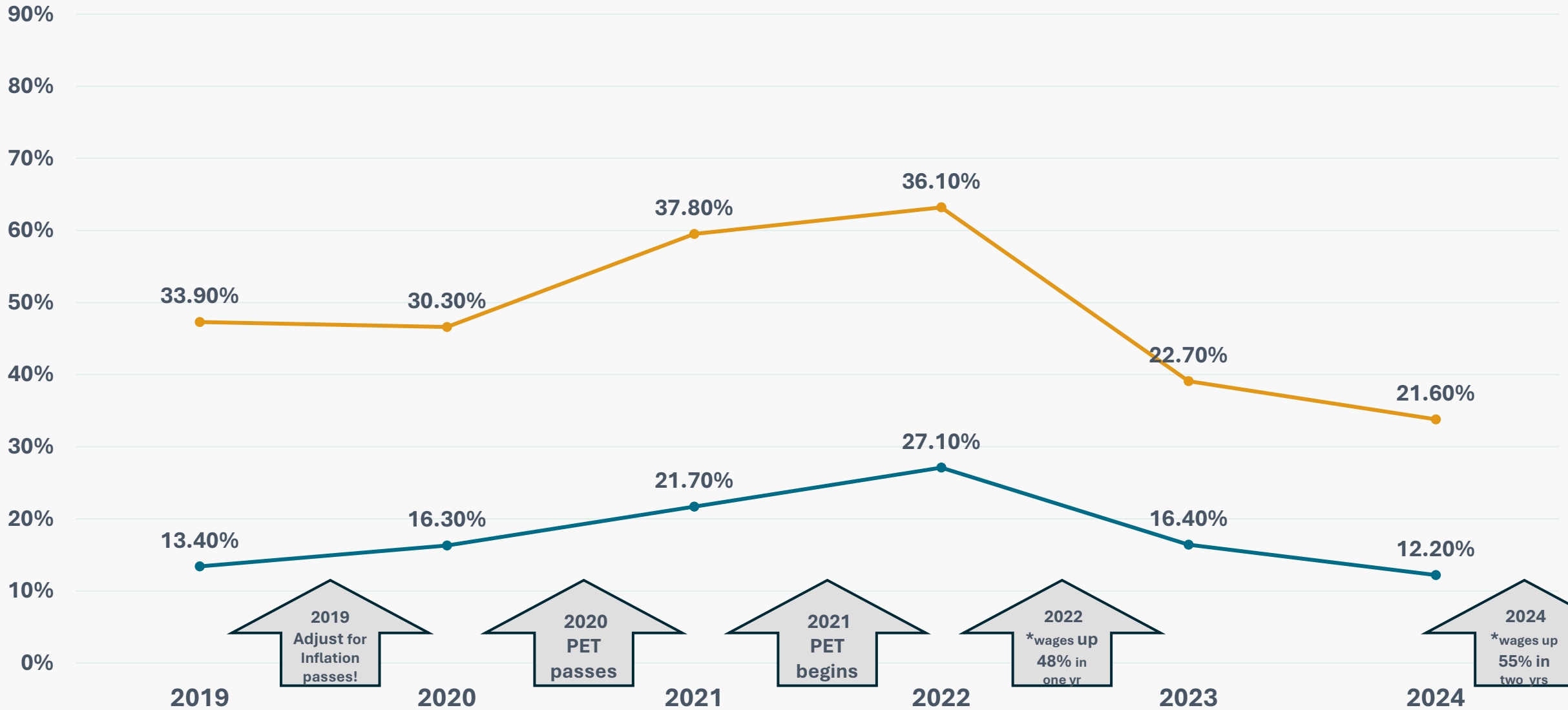


# Strategies that have helped us get closer to our wage goals

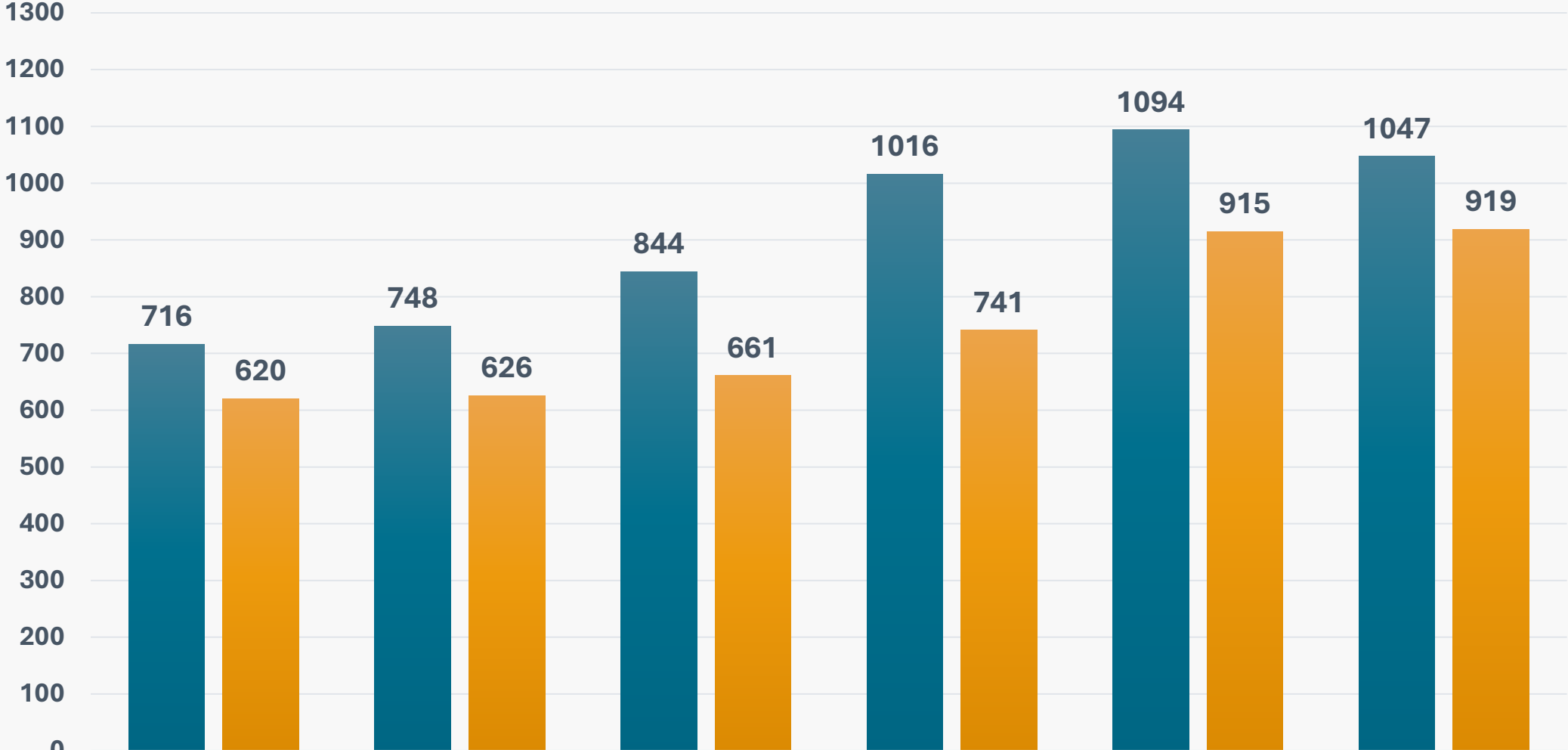


- Defining our goals
- Joint advocacy with labor unions (SEIU 1199NW)
- Investing in Diversity, Equity & Inclusion work, including hiring an external consulting team to conduct a comprehensive Equity Assessment of the organization, with a focus on employee wellness
- **Policy advocacy that has resulted in routine inflation adjustments to contracts (ex. Seattle City Council requires Human Services Department to include inflation adjustments in contracts)**
- Strong support for progressive tax structures locally (ex. Seattle Jumpstart spending plan, and Payroll Expense Tax description) that go towards ending homelessness.
- Portfolio style contracting
- State-wide advocacy for Operating, Maintenance & Services dollars for Permanent Supportive Housing
- Coalition building among partner organizations

# Employee Vacancy & Turnover Trends at DESC between 2019-2024



# FTE Growth at DESC 2019 to 2024

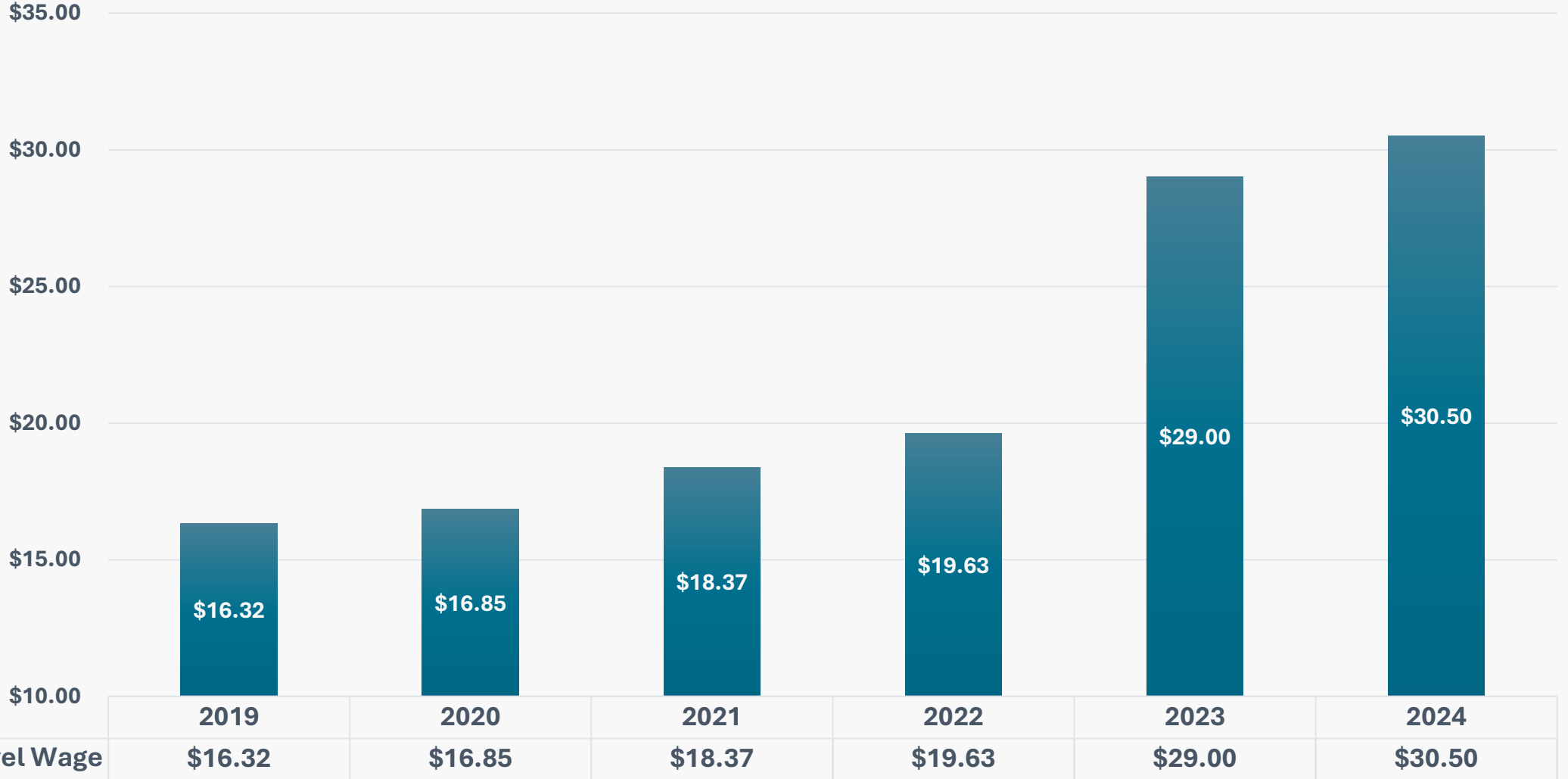


■ total auth. positions  
■ total active employees

■ total auth. positions ■ total active employees



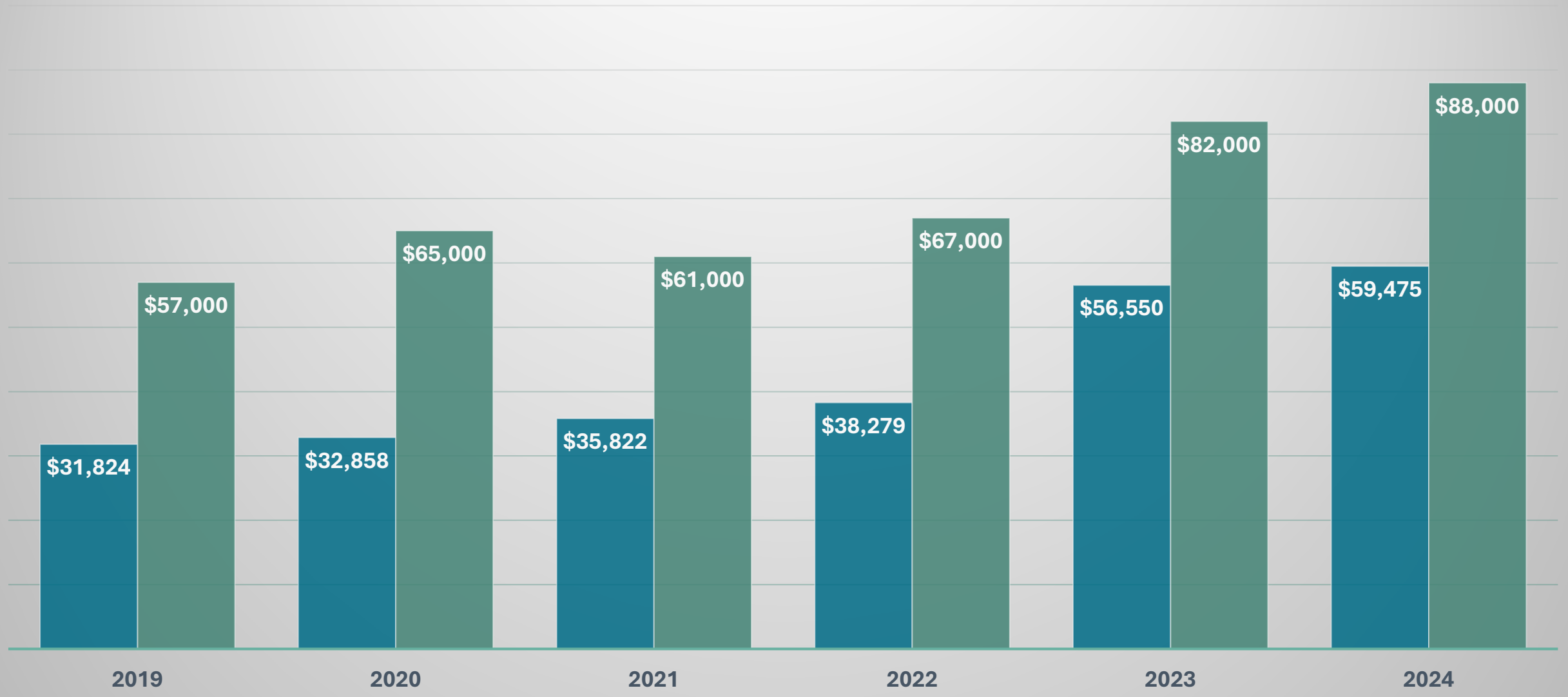
## Step 1, Entry Level Wages at DESC between 2019-2024



■ Step 1, Entry Level Wage

■ Step 1, Entry Level Wage

# Difference between entry level salary at DESC vs. salary needed to afford a studio apartment in Seattle between 2019-2024 without rent burden



■ DESC Entry Level Salary    ■ Salary Needed to Afford a Studio Apt.

# Minimum salaries required to afford a Fair Market Rent studio apartment today in 2024

HUD Metro Area	Monthly Cost for Efficiency/Studio at Fair Market Rent (FMR)	Salary required to afford FMR studio without rent burden
Seattle-Bellevue	\$2,211	\$88,440
Portland-Vancouver-Hillsboro-OR/WA	\$1,650	\$66,000
Minneapolis-St. Paul-Bloomington	\$1,174	\$46,960
San Jose-Sunnyvale-Santa Clara	\$2,383	\$95,320
New York	\$2,386	\$95,440
San Francisco	\$2,292	\$91,680
Los Angeles-Long Beach-Glendale	\$1,777	\$71,080
Denver-Aurora-Lakewood	\$1,658	\$66,320

# Our messages are strong!

- Our **workers are skilled and essential professionals** and should be compensated as such.
- **Service workers should be able to make a career out of the work** and not be forced into administrative roles or out of the field altogether to earn a living.
- We **cannot solve homelessness if our workforce is also at risk** and competing for the same affordable units that are created for the people we serve.
- **People who work to serve the community should be able to** at least **afford**, without rent burden, a **studio/efficiency apartment** in the community they serve.
- **We work to build and operate affordable housing**—not to cause even more people to need it.
- **Fair market rent (FMR)** is the best tool at our disposal to set goals in real time for **wages that will allow workers to live in/near the community they serve.**



# Adjusting for inflation is the only way forward

We haven't fully met our wage goals, and we don't have guarantees that all our contracts will accurately reflect the true cost of inflation year over year.

Moving forward, we need to plan and budget in a way that accounts for the true cost of doing business and ensure that we keep making ground towards livable wages for the professional non-profit sector.

Thank You!



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[www.desc.org](http://www.desc.org)



**King County**

## **Health, Housing and Human Services Committee**

**April 1, 2025 Meeting**

**Agenda Item No. 9**

**Briefing No. 2025-B0047**

**Proviso Briefing Required by Ordinance 19861, Section 61, Community and Human Services Administration, Proviso P1, “On a plan to improve processing times for all awards of grant moneys for housing providers and payment for contracted services performed by human service providers within the department of community and human services.**

**No Materials for this item will be available before the meeting.**