

40742 - Snohomish County "One Call" VOA Connect Transportation Navigation

Application Details

Funding Opportunity:	38335-2027-2029 Consolidated Grant Program - Mobility Management
Funding Opportunity Due Date:	Sep 9, 2026 3:01 PM
Program Area:	Consolidated Grant Program
Status:	Submitted
Stage:	Final Application
Initial Submit Date:	Sep 9, 2026 1:52 PM
Initially Submitted By:	Aaron Olsen
Last Submit Date:	
Last Submitted By:	

Contact Information

Primary Contact Information

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Organization Information

Legal Name*:	Volunteers of America Western Washington
DBA Name*:	Volunteers of America Western Washington
Organization Type*:	Non Profit
Organization Website:	https://www.voaww.org/ (Please enter http://... for this field)
SAM UEI #:	WM6XJFMBGLM3
Physical Address*:	2808 Broadway
	Everett Washington 98201-3642
	City State/Province Postal Code/Zip
Mailing Address*:	PO Box 839

Remit to Address*:

Everett Washington 98206-0839
City State/Province Postal Code/Zip
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Phone*:

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Fax:**Fiscal Year End**

June

Last day of*:**Indirect Cost Rate:**

15.00%

IDR Expiration Date:

Organization Contact Information

Organization Contact Information**Organization Director*:**

Kristi Myers
First Name Last Name
Interim CEO & Chief Operating Officer kmyers@voaww.org
Title Email Address

Applicant Contact*:

Rachel Leisso
First Name Last Name
Grants Coordinator rleisso@voaww.org
Title Email Address

Project Contact:

Amanda Etchey
First Name Last Name
Executive Director, Integrated Community Services aetchey@voaww.org
Title Email Address

Summary of Project Information

Summary of Project Information

Identify whether the project in this application is sustaining, new, or expansion.

Need for Service:

Sustain existing service
Expansion can't be combined with sustaining existing service in the same application for the first biennium.

Capital equipment for a mobility management project includes items that have a useful life of more than one year, exceed your organization's capital cost threshold or \$10,000, and are subject to depreciation and inventory tracking.

Examples for mobility management include information kiosks and technology.

Does your mobility management project include the purchase of capital equipment*:

No

Checking "Yes" for federal funds means that your organization is willing and able to comply with the associated federal requirements, such as federal drug and alcohol testing procedures, Title VI activities, and federal small business enterprise (FSBE) requirements. For examples of federal requirements from last biennium, refer to the [Public Transportation Grant Guidebook](#).

Willing to Accept FTA funds for the biennium*:

Yes

If project is a purchase-of-service type, the eligible funding source and match rate may be affected.

Is this a purchase-of-service project?:

No

If your organization has proof of 501(c) nonprofit status, the project may be eligible for state paratransit special needs competitive funds.

Does your organization have 501(c) nonprofit status?:	Yes
Choose the congressional district(s), legislative district(s), and county(ies) this project will serve (include the entire project area)	
Congressional & Legislative District map	
Congressional District(s)	1,2,8
Select as many as apply	
*:	
Legislative District(s)	10, 12, 21, 32, 38, 39, 44
Select as many as apply	
*:	
County(ies)	Snohomish
Select as many as apply	
*:	

Scope of Work

Scope of Work

Select the [Regional Transportation Planning Organization \(RTPO\)](#) / [Metropolitan Planning Organization \(MPO\)](#) that will be ranking this project from the drop-down menu.

RTPO/MPO*: Puget Sound Regional Council

Project Summary (Scope)

Provide a brief, high-level description of what your project proposes to do (address what the project is, whom it serves, and where the service occurs).

This summary will be used in your grant agreement and may also be used to describe your project to the Legislature.

Proposed summary/scope of work*:

VOAWW provides phone, chat and text transportation referrals, coordination, and resources to Snohomish County via our call-center service. With live translation in over 300 languages and comprehensive knowledge of local transportation resources with medical, age, and income requirements, accessible transportation help is just ?One-Call? away.

Project Description

Provide a detailed description of the tasks, activities, and deliverables your project will complete. Your narrative should reflect the full life of the project and demonstrate how the proposed activities align with the grant program?s goals.

Description of project*:

VOAWW operates a call center, VOAWW Connect, which provides navigation, information, and referral services for human services to residents of Snohomish County, including a current One-Call transportation navigation program. Our One-Call project meets the High Priority Need #5 to "help potential riders navigate transportation options and complete their trips, with tailored support to address language and technology barriers" in the Puget Sound Regional Council's 2026 - 2050 Coordinated Mobility Plan. We will conduct the following in this next two biennia:

- Increase awareness of One-Call with in-person outreach and marketing materials at six VOAWW community centers that span Snohomish County and partner locations and events.
- Promote One Call/One Click, and partner services like Hopelink's Find a Ride, with materials in English, Spanish, Russian, Vietnamese, Chinese (simplified), Cantonese, Korean, Tagalog, Marshallese, Arabic, and Ukrainian.
- Work with Coalition partners to enhance our follow-up transportation survey and increase data-sharing capabilities between partners including Snotrac, Hopelink, Homage Senior Services, and Catholic Community Services.

Over the course of the next two biennia we expect to have made 12,100 contacts through One-Call service navigation and transportation referrals; will have built a robust system of One-Call awareness paired additional services at community-based sites; and coordinate surveys and data-sharing among our partners.

Project Need

Why is this project needed, and how does this proposal address the need? How would the community be affected if the grant is not awarded?

Include a description of the transportation problem that aligns with the need identified in the Coordinated Public Transit-Human Services Transportation Plan (CPT-HSTP). Explain how the problem was identified and describe how the proposed project will address it.

Need*:

In Snohomish County there are many options for transportation and assistance, but the system is fragmented. In Census data only 2.8% of county

residents use public transit daily. However, this level of ridership still serves 12,000 households daily, with 21% of low-income individuals living in zero-vehicle households. Over 19% of residents are foreign-born, which drives a high rate of residents that speak a language other than English (24%) making a high need for language accessibility. In Snohomish County, 12.4% of residents have a disability, and 15% are seniors, with both groups experiencing a greater need for education, navigation and finding transportation options. Financial constraints, limited English proficiency, and route complexity prevent individuals from reaching essential services like healthcare, maintaining employment and fully participating in community life.

The regional CPT-HSTP recommends implementation of a One-Call system to bridge these gaps. In Snohomish County, VOAWW Connect is the One-Call, demystifying transportation options and guiding residents on the use of local providers. VOAWW Connect refers to and is referred from all existing regional services, offering a single, streamlined point of contact for transportation assistance. Anywhere in the county one phone number connects residents to resources that are frequently not found on Google Maps, with interpretation available in 300 languages and wait times hovering around 5 minutes.

Area Served

Is this project primarily serving a rural area?* No
Any service that supports public transportation in rural areas with populations less than 50,000.

Is this project primarily serving the Seattle, Tacoma, Everett urbanized area?: No

Special Needs Transportation

To be eligible for special needs transportation funding, applicants must address how their project advances the efficiency in, accessibility to, or coordination of transportation services provided to persons with special transportation needs, as defined in [RCW 81.66.010\(3\)](#).

Does this project advance efficiencies in, accessibility to, or coordination of special needs transportation?* Yes

Describe how your project advances these areas, and the approach you are using to achieve these improvements. Additionally, identify the special needs population(s) to be served by this project.

Special Needs Transportation:

Staff are trained to adapt to every individual's needs, which may include talking slower, addressing issues in more detail, louder speech and checking in with callers throughout the call, offering to wait for them to write instructions or to email a follow-up notes summary afterward. They're trained to locate specialized healthcare or wellness needs and in arranging special assistance.

For specific populations, we provide the following:

People with disabilities: In Q2 of 2026 approximately 69% of callers to VOAWW Connect (2,161 of 3,144) identified as having a disability and low-income. Additionally, 97% of callers (3,048 out of 3,144) contacted VOAWW Connect themselves without advocates to call on their behalf. TTY capabilities, and newly launched text and chat options, allow for accessibility and for clients to use their own talk-to-text apps on their smart devices.

Limited English Proficiency: We will do more outreach to the most represented language communities in Snohomish County: Spanish, Russian, Vietnamese, Chinese, Cantonese, Korean, Tagalog, and Ukrainian. We will create rack cards, posters and other materials directing community members how to dial in access to interpretation. Pressing Option 3 joins Propio to their call, our translation and interpretation provider with 300 spoken languages available.

Seniors: Services are integrated with many physical locations where seniors gather. We have an Elder Advocate program through the Area Agency on Aging who visits senior center locations to meet with seniors. VOAWW manages three senior centers/service sites in Everett, Lynnwood and Sultan and works closely with other providers like Homage Senior Services, allowing for awareness of the service.

We also connect with other programs serving special needs, such as sending callers to Snotrac's in-person Mobility Navigators to facilitate their first trip and coordinate with Hopelink to enable smooth cross-county transfers.

Project Staff

Provide the names of the key staff who will be working on this project, along with their years of experience and relevant qualifications. Include their experience managing similar projects, with specific attention to responsibilities for grant financial management, budget oversight, documentation, and compliance.

Project Staff*:

Kimberly German, Operations Director. Supports managers and staff, maintains compliance, and ensures performance of call-center services are efficient and responsive to the community. Expert in contract management, reporting, and policies and procedures. Over 4.5 years' experience in call center operations. Liaison with other regional mobility management organizations.

Melissa Boyd, Program Manager. Provides supervision, hiring, training and performance management of call-center staff, and transportation navigation training to site-based VOA Staff. Manages program quality, especially for complex cases.

Graham Fetherolf, Community Resource Specialist. Provide phone-, call- and text-based mobility management services as well as information and referrals for a broad spectrum of human services. Assist clients with language needs via interpretation and knowledgeable of public, private, and specialized transportation options for youth, older adults, individuals with disabilities.

Trish Rasmussen, Transportation Lead. Same services as Resource Specialist and also attends Coalition and network partner meetings which include: RARET Workgroup, CTANW Mobility Managers Network Meeting, Find a Ride Advisory Committee, and Transportation Meetings for North Snohomish County, South Snohomish County, Mid County, and Sky Valley. Support Specialists and mobile Community Resource Advocates at our and partner community sites will help clients with mobility management and transportation access.

Relationship to Other Projects

Relationship to Other Projects

Is this project dependent on any other projects submitted by your organization?*: No

Did you, or will you, apply for this project in another grant program this biennium?*: No

Have you applied for the same project in a prior biennium and did not receive funding?*: No

Are you applying for other projects within this funding opportunity?*: No

Planning and Coordination

Coordinated Public Transit - Human Services Transportation Plan

Coordinated Public Transit - Human Services Transportation Plan	Page number(s) or TBD	How is the need in the CPT-HSTP met by this project?
Puget Sound Regional Council	1- Page 68	1- VOAWW Connect One-Call fulfills all activities in Need 5. 5A Awareness/outreach: Promote One-Call at VOAWW's six community center sites, via mobile Elder Advocate and Community Resource Advocate staff, and at events throughout the county. 5B Language access: On-call interpretation in 300 and marketing materials in ten languages. 5C Data-sharing: Creating follow-up survey to share with Snotrac Coalition and transportation agencies/providers across Snohomish County.
Puget Sound Regional Council	2- Page 69	2- VOAWW Connect One-Call program can fulfill Need 6 "Improved access to healthcare, wellness, and other essential services" with collaborative efforts: 6A Identify gaps in coverage, frequency, and service hours: Can add workflows for data gathering from callers, chat and text with additional funding; 6B Connecting riders to and from healthcare, wellness, and other essential services: We make many, many referrals to these sources on every call.

Cross-region Project

Does this project have a service area that crosses RTP/MPO planning boundaries?*: No

Project Coordination

Describe coordination efforts. Include details such as:

- How is the project reflected in regional plans?
- Which prioritized strategies are being addressed?
- Who was involved in defining the transportation problem?
- Other alternatives considered for addressing the problem.
- Demonstrations of local/regional coordination in implementing the proposed project.

Coordination Efforts*:

VOAWW's One-Call project addresses Need #5 (navigate transportation options and complete trips) and #6 (improved access to healthcare, wellness, and other essential services) of the PSRC's Coordinated Mobility Plan. Our staff participate in countywide and localized partner meetings on mobility gaps and responding to emerging issues with collaborations on outreach, awareness and follow-up services. As the primary means of mobility management over phone, chat or text, our delivery model spans the entire county and coordinates with many partners in the system, including ride services, trip planning, car repairs, and bus/gas funds from: American Cancer Society, Cancer Lifeline, Catholic Community Services, the cities of Lynnwood and Marysville, Cocoon House, Community Action of Skagit County, Community Transit, Everett Transit, Homage Senior

Services, Island Transit, Lake Stevens Senior Center, Northwest Regional Council, Saint Vincent De Paul, Semper Fi & America's Fund, Sharing Wheels Community Bike Shop, Skagit Transit, Snohomish County Human Services Department, St. Christopher Truckers Relief Fund and Tri-County Cabulance.

Key collaborations include: Hopelink on their Find a Ride tool for real-time ride planning and ride-matching; Snohomish County Transportation Coalition (Snotrac) on pairing their in-person support for first time riders with our call-center services; and Public Health - Seattle & King County to provide ORCA cards to low-income individuals and training on how to use them.

Together we serve as a ?no-wrong-door? entry to transportation education, referral, and coordination. Simplifying access and ride-booking on private, nonprofit, and specialized transportation services remains an area of improvement for partners in Snohomish County. VOAWW Connect paired these services with a similar robust mix of human services resources, helping to meet all caller's basic needs when their knowledge of options and their transportation needs are more easily met.

By selecting yes, you acknowledge that you Yes
coordinated or will coordinate this project
with the planning organization(s) within the
region(s) this project serves*:

How does your project connect to, coordinate with, leverage, or enhance other modes of transportation in your service area (e.g., aviation, intercity bus or rail, park-and-rides, bicycle/pedestrian)?

In your response, include how the multimodal partnerships for this project will improve or enhance access to social services.

What efficiencies will be gained within the service area as a result of this project?

Multimodal Partnerships*:

VOAWW Connect makes many referrals for callers/chat/text to multiple transportation modes in Snohomish County. Quarterly in 2026 we have averaged:

66 bus tickets/passes given (est. 264 in 2026)

159 assists for gas money (est. 636 in 2026)

123 ride services managed (est. 492 in 2026)

At our four site-based Community Resource Centers and two senior centers:

63 assists for bus tickets, secure reduced fare ORCA cards, car insurance enrollment, and help applying for driver's licenses. (est. 252 in 2026)

VOAWW Connect is embedded into the human services landscape, with callers seeking help with housing, food, and many other needs across the county. Adding One-Call services has tremendously helped callers without personal vehicles or insufficient funds to help them achieve their goals more easily, such as attending medical appointments, job interviews, or social service meetings. Callers for all services are asked if they have transportation needs, adding awareness and possible utilization of mobility management into 3,000 contacts made each year. The broad knowledge of our Community Resource Specialists makes them ideal gateways to connect residents to a range of transportation solutions and education, such as coordinating with local bus networks, dissemination of Snotrac's comprehensive transit map or referrals to bike repair shops. VOAWW Connect users get the best of both worlds; connections to any transportation resources that enhance their basic needs referrals.

Budget

Duration of Project

Duration of Project*: Four Years

Expenses

Expenses	If Other, List the Expense	** July 1, 2025 - June 30, 2027 (Current Estimate)	July 1, 2027 - June 30, 2029 (Projected)	Variance Between Biennia	** July 1, 2029 - June 30, 2031 (Projected)	Variance Between Biennia
Access Services		\$19,335.00	\$11,000.00	-43.11%	\$12,600.00	14.55%
Contracted Services - Other		\$4,200.00	\$2,153.00	-48.74%	\$2,357.00	9.48%
		\$0.00	\$0.00	0.00%	\$0.00	0.00%
Labor & Benefits		\$393,436.27	\$481,904.09	22.49%	\$510,339.27	5.90%
Project Supplies		\$9,011.40	\$4,820.00	-46.51%	\$2,190.00	-54.56%
Rent & Utilities		\$39,935.49	\$34,942.00	-12.50%	\$36,678.00	4.97%
Training		\$850.00	\$1,260.00	48.24%	\$1,400.00	11.11%
Other	Call Center Parking	\$3,155.00	\$4,733.40	50.03%	\$3,544.80	-25.11%

Other	Mileage Reimbursements	\$3,032.00	\$3,800.00	25.33%	\$4,410.00	16.05%
Other	Affiliate Fee	\$7,985.75	\$9,172.10	14.86%	\$9,630.72	5.00%
Other	Indirect Costs 15%	\$65,440.90	\$73,655.98	12.55%	\$77,560.81	5.30%
		\$546,381.81	\$627,440.57		\$660,710.60	

Sources of Revenue/Match

Revenue/Match Source	If Other, List the Source	** July 1, 2025 - June 30, 2027 (Current Estimate)	July 1, 2027 - June 30, 2029 (Projected)	** July 1, 2029 - June 30, 2031 (Projected)
Local: Other	Public Health - Seattle King County	\$27,320.00	\$62,743.98	\$66,071.00

Fares and Donations

Row	July 1, 2025 - June 30, 2027 (Current Estimate)	July 1, 2027 - June 30, 2029 (Projected)	July 1, 2029 - June 30, 2031 (Projected)
Fares and rides donations	\$0.00	\$0.00	\$0.00

Variances

Variance between 2025-2027 and 2027-2029: 14.84%

Variance between 2027-2029 and 2029-2031: 5.30%

Variances:

Adjusting staff, adding frontline support for sustained project years 1-4 (Community Resource Specialist +80% FTE). Transition away from 211 necessitates transfer of % of call center telecom provider to this contract (+\$9,000 annually). Year 1 has one-time upfront marketing for tabling all 4 years. All years +3% COLA for staff and inflation increase projected for all other costs. We also had to double our match (5-10%) adding roughly \$35k in cost.

Other Sources and In-Kind Match

Other Sources*:

N/A

Are you using in-kind match?*: No

Other Support

Other Support:

For the past three years, VOAWW has received contracts from Public Health - Seattle King County for distributing ORCA cards to low-income households through their ORCA LIFT program. This ongoing resource will be our 10% match to the One-Call project, as any in-person clients served by ORCA LIFT at our Community Resource Centers, senior centers and other partner sites will be referred to VOAWW Connect for additional transportation needs; and, VOAWW Connect One-Call clients will be referred to their nearest VOAWW site if a reduced-fare ORCA card is a suitable option for their mobility management.

VOAWW Connect is also embedded into VOAWW's umbrella as a multiservice agency that provides over 523,000 points of service each year. The Executive Director and Operations Director overseeing the One-Call program are vital to its operation but are supported by other funds. In FY27 VOAWW has \$65 million in government support and \$5 million from private sources.

Budget Development Methodology

Budget development methodology*:

Access Services: We have an existing interpreter/translation provider and estimate slightly increased costs with greater utilization. VOAWW Connect spends about \$18,000 per year, \$6,500 billed to this contract for high utilization rates.

Contracted - Other: Printer lease, shredding, and Kintone database costs as estimated based on current actuals.

Labor & Benefits: Comprehensive wage analysis in 2025 matched staff to market-level job titles and market-rate compensation. Benefits all-

inclusive and calculated at 16% of base salary. FTE allocated to this contract are based on % of VOAWW Connect calls handling transportation. Project Supplies: Office supplies based on actuals and projected printing costs of marketing materials based on quotes. Budgeted in Biennium 1 for 6x freestanding poster-sized signs x \$630/each = \$3,780. Signs have 10 pockets for holding translated rack cards detailing how to access phone-based transportation navigation in English, Spanish, Russian, Vietnamese, Chinese (simplified), Cantonese, Korean, Tagalog, Marshallese, Arabic, and Ukrainian. Every year recurring cost of \$500 for between 1,500 to 2,000 rack cards for distribution. Rent & Utilities: Allocations based on FTE hours to the contract for internet, office phones, IT services, and occupancy/property management of call-center space. Includes a substantial amount for RingCentral, core telephone provider (~\$9,000/year) which, due to transition out of 211 network, is no longer fully covered elsewhere. Training: The Relias Learning Management System (\$110/year/staff). Staff training and annual refresher on case documentation, policies and procedures. In-house and community conferences on transportation services delivery and system coordination. Other: Cell phone stipends and staff mileage for community events/in-person service at the federal reimbursement rate (\$0.725/mile) with approximately 3,000 miles/yr. Parking space lease. Also includes the 15% de minimis indirect cost rate.

Summary

July 1, 2027 - June 30, 2029

Total Expenses:	\$627,440.57
Match Total:	\$62,743.98
Requested Amount:	\$564,696.59
	This is the amount of grant funds your organization is requesting from July 1, 2027 - June 30, 2029
Percentage of Match:	10.00%

July 1, 2029 - June 30, 2031

Total Expenses:	\$660,710.60
Match Total:	\$66,071.00
Requested Amount:	\$594,639.60
	This is the amount of grant funds your organization is requesting from July 1, 2029 - June 30, 2031
Percentage of Match:	10.00%

Indirect Costs

Indirect Costs

Are you charging indirect costs to this grant/project?* Yes

Select the method your organization uses to apply indirect costs to this project.

Method*: De minimis rate self-certification

Measurable Outcomes

Measurable Outcomes

For mobility management, summarize the intended outputs of this project in both quantitative (statistical) and qualitative (narrative) formats.

There may be some projects where traditional performance measures (e.g., revenue vehicle hours/miles, passenger trips) do not apply. In those cases, quantitative objectives can be used instead by submitting the following information: the number of trainings conducted, outreach events completed, passengers served, or other measurable outcomes generated by this project.

Identify the data sources and monitoring processes you will use to track these outcomes.

Be sure to include a quantitative output, as this will serve as the baseline measurement for your next biennium application. Qualitative measures are optional.

Intended Outputs*:

Output 1. VOAWW Connect receives over 11,000 human service calls per year. In the sustaining grant biennia, we will offer each caller transportation navigation, with the expectation that we will exceed the first biennium's goal of 3,000 transportation connections per year. Onsite

transportation navigation at our six community centers are increased from 250 per year to 530 per year by project completion.

Output 2. Increase priority population awareness and utilization of the One-Call/One-Click transportation navigation service. To improve language access, VOAWW will distribute 1,500 rack cards translated into more than 10 languages and aim to hire an additional bilingual Community Resource Specialist within the VOAWW Connect team. Available at six permanent public-facing sites for daily assistance and periodic community outreach events throughout the project area, these materials will provide clear instructions for accessing live interpretation services when calling VOAWW Connect.

Output 3. Offer follow-up transportation surveys to all assisted with transportation needs. Tier 1 surveys will be offered in-call or at the end of a client's visit, gauging a contact's preparedness to use transportation resources provided, with an expectation that 50% of callers will answer these questions, at least 1500 people per year. Tier 2 surveys gather more detailed information about a client's use of the transportation resource with the goal of receiving 30 completed responses per month.

Output 4. Distribute an annual transportation survey report to 4+ mobility management partners and present this report annually at a Snotrac Partner meeting. This shared data will be used to improve transportation navigation services in the One-Call/One-Click system.

Output 5. Annually report all connections to transportation navigation with demographic information and by service need (Ride Services & Trip Planning, Bus Tickets /Passes, Gas Money, or Automobile Assistance). This data, shared with partners in the One-Call/One-Click system, will indicate successes reachin reaching priority populations, as well as changes in the relative distribution of transportation service requests. We anticipate One-Call/One Click transit promotion to increase requests for Ride Services & Trip Planning.

Output 6. VOAWW Connect's Transportation Leads will participate ongoing with Hopelink's work group in the development and rollout success of Find a Ride and further integration of the One-Call option.

How will your organization measure whether the project is successful?

Describe the steps you will take to improve performance if your project does not meet the identified performance targets.

Project Success Measurement*:

Project success will be indicated by:

- Increased community awareness of One-Call/One-Click transportation navigation assistance. This will be evidenced by increases in transportation calls and in-person requests for transportation information and assistance. Our goal is to have 3,300 transportation contacts annually by the end of the project.
- Increased demand for transportation navigation by priority populations. This will be measured by transportation assistance provided to priority populations: calls requiring interpreter services (7% of calls in Q2 2026), older adults (8% of calls in Q2 2026), persons with a disability (69% of calls in Q2 2026), and veterans (3% of calls Q2 2026).
- Increased awareness of public and private transit-related transportation options, as measured by percent increase in transportation navigation requests for ride services & trip planning from 35% of transportation calls (actual for January - August 2026) to 40% of calls, with a possible reduction in automobile related calls (47% of transportation calls).
- Implement a two-tiered survey system: 1) every transportation client call closes with a simple assessment of their comfort level with the transportation resource provided 2) improvement in assessing community needs through conducting 360 annual opt-in transportation surveys.
- Increasing success in transportation navigation outcomes, as indicated by year-on-year increases in survey respondents who confirm 1) use of provided transportation resource and directions and/or 2) affirm success in accomplishing trip.
- Data and story delivery of transportation navigation successes and gaps, documented by annual survey data summaries to Snohomish County One-Call/One-Click mobility management partners.
- Continued collaboration with mobility management partners to improve client experience, measured by the number of partner meetings attended and presentations made.
- Improved community outreach, as indicated by annual dissemination of 1,500 VOAWW Connect rack cards annually. These rack cards, co-branded with One-Call/One-Click mobility management partners will have instructions for calling VOAWW Connect in over 10 languages, will be placed at six sites and distributed at numerous outreach events.

If we do not meet performance targets, we will further examine survey summaries and client feedback to understand root cause, hold strategy meetings with our mobility management partners, and develop new approaches.

Milestones

Readiness to Proceed

Will your project be ready to proceed at the start of the biennium?*: Yes

Milestones

Activities	Date (mm/yy)
Project Start	07/27
Project Complete	06/31

Supplemental Information

Supplemental Information

Supplemental Information:

Between our current project and this sustaining project, Washington State reduced 211 call centers from 7 regional hubs to one single agency. VOAWW has had to transition out of its role as North Sound 211, serving 5 counties, to focus on Snohomish and Skagit counties, where most of our other human services are present. We have rebranded as VOAWW Connect but still offer comprehensive information and referrals to all residents of Snohomish and Skagit Counties along with signups for Basic Food and Coordinated Entry (homelessness services) intakes for Snohomish.

We are funded by Snohomish County to maintain information and referral services locally because the 211 system, with a significantly reduced budget, is experiencing long wait times and services are spread thin among all 39 counties in the state.

VOAWW's One-Call mobility management is unique in that we have ready access to eight service areas within our agency: Behavioral Health, Child & Youth Services, Dispute Resolution, Housing Services, Hunger Prevention, Integrated Community Services, Personal Support and Senior Services.

Integrated Community Services (ICS) includes the call-based VOAWW Connect and our four Community Resource Centers (CRCs) in Arlington, Lake Stevens, Lynnwood and Sultan, providing expansive coverage across the urban, suburban and rural landscape of Snohomish County and localized access in communities far from the urban core. Led by the same Executive Director, ICS integrates county-wide calls, chats and text access to site-based, in-person wraparound services for low-income families that include robust housing, homelessness assistance, employment, child/parenting skills, childcare, rental and utility assistance, and basic needs provision along with comprehensive warm referrals to any resource they may need. Additional support is provided by our Community Resource Advocates, who take these services to drop-in partner sites like libraries, senior centers (two of which are managed by VOAWW in Everett and Sultan) and other publicly accessible locations across the county.

VOAWW Connect combines call-center, virtual and in-person access in a way few other providers can. We are an ideal candidate to coordinate among our many transportation service partners. In this new configuration we will be marketing One-Call much more through outreach, materials at community events and our six physical locations, and coordination with the Coalition and other mobility management orgs.

Finally, VOAWW Connect is working on expanding more of its reach to Skagit County. Rural and with about 15% of the population of Snohomish County, Skagit operates very lean and has few resources to allocate to human services. VOAWW Connect already provides some mobility management services to clients from Skagit County: from January to August 2026, 35 transportation referrals were made to Skagit residents. With existing collaborations through Skagit County Public Health for coordinating all homelessness intake services across the county, we anticipate a greater enmeshment of services and coordination with the Skagit County Regional Transportation Planning organization, the Skagit County Council of Governments. (See Letter of Concurrence)

Vulnerable Populations in Overburdened Communities & Tribes

Vulnerable Populations in Overburdened Communities

Identify the type of direct and meaningful benefits your project provides to vulnerable populations using the descriptions above, if applicable. Explain how your project delivers these benefits and the impact it will have on the populations served.

Vulnerable Populations in Overburdened Communities*:

While callers into VOAWW Connect are not screened by vulnerable population to begin with, many services provided assist low-income populations specifically, such as enrollment into Basic Food (SNAP, FAP and Free or Reduced School Meals) and working with persons experiencing homelessness. Households with low incomes, those with disabilities, seniors and racial and ethnic minorities are disproportionately overrepresented in these groups. Our in-person work at our Community Resource Centers prioritizes low-income families for services as well.

VOAWW's One-Call program helps promote the use of more climate-friendly transportation options, such as buses, trains, and cycling. If a person didn't have knowledge or confidence in using these systems, their default would be personal vehicle travel, the least climate-friendly method. By connecting portions of the population who underutilize public transit, the whole community benefits through less pollution, greater health (through walking and cycling) and shared costs for travel.

If these populations were engaged by you or your representatives in developing or maintaining the project, describe the outreach efforts and results. Include details such as methods used to engage the community, feedback received, and how the input influenced the project's design or implementation.

Inclusive outreach in planning:

We are members of the Regional Alliance for Resilient and Equitable Transportation (RARET) Workgroup the Snohomish County Transportation Coalition's (Snotrac) Transportation Meetings for North Snohomish County, South Snohomish County, Mid County, and Sky Valley. Through these

meetings and partnerships, approaches to addressing the needs of vulnerable populations are discussed. We participate in annual reports, community needs assessments and the Coordinated Mobility Plan as needed and requested by Snotrac, Hopelink, and our regional CPT-HSTP, the Puget Sound Regional Council, which engage with and conduct outreach to vulnerable communities to create strategic initiatives and planning that includes their voices, concerns and biggest barriers.

Tribal Support

Is this project directly operated by a tribe?* No

Is your project serving and is it supported by a tribal nation in Washington?: No

Environmental Justice

Environmental Justice Assessment (EJA)

You must conduct an Environmental Justice Assessment (EJA) if you apply for \$15 million or more in grant funds.

Are you requesting \$15 million or more in WSDOT funds for your proposed project?* No

Attachments

Attachments

Named Attachment	Required	Description	File Name	Type	Size	Upload Date
Required for all projects						
Population density map	✓	Population density in Snohomish County as of 2025 in persons per acre	Population density map - Snohomish County.pdf	pdf	437 KB	09/08/2026 11:36 AM
Service area map	✓	VOAWW One-Call service area	Service area map - VOAWW One-Call - 2026-09-08.pdf	pdf	21 MB	09/08/2026 11:38 AM
Required for new nonprofit applicants only						
501(c) IRS Letter of Determination		Determination letter by IRS	VOAWW 501c3 letter.pdf	pdf	336 KB	09/08/2026 10:12 AM
WA Utilities & Transportation Commission (UTC) Certification (required for new nonprofit applicants that are direct service providers)						
Conditionally required						
Indirect costs documentation - de minimis rate self-certification; negotiated indirect cost rate letter from cognizant agency, or a cost allocation plan		De Minimis Cost Allocation Plan	De Minimis Cost Allocation Plan.pdf	pdf	166 KB	09/08/2026 11:31 AM
In-kind match valuation proposal (required for operating & mobility management projects that are proposing to use in-kind as matching funds)						
Procurement policy (required for new applicants or existing grantees without a current policy on file with WSDOT if this project includes the procurement of services or capital assets)						
Correspondence from a tribe in support of your project (if project is serving and supported by tribe(s). Not required if the applicant is a tribe.)						
Optional attachments						
Letters committing matching funds						

Letter of concurrence (for projects that operate in multiple planning regions)	Letter of Concurrence from the Skagit Council of Governments (SCOG), the Regional Transportation Planning Organization (RTPO) for Skagit County	Letter of Concurrence - Skagit Council of Governments.pdf	pdf	76	09/08/2026	KB	11:33 AM
Letters of support (combine into one file attachment)	Letters of Support for VOAWW One-Call - Hopelink, Snotrac, & Homage	Letters of Support - Hopelink Snotrac Homage - VOAWW.pdf	pdf	509	09/08/2026	KB	11:30 AM
Supplemental information	2025 VOAWW Annual Report	2025 VOAWW Annual Report.pdf	pdf	31	09/09/2026	MB	09:17 AM

Optional construction attachments

NEPA/SEPA assessment, if available

Supplemental construction project information (building or site designs, site plans, location exhibits, etc.), if available

Certification

Certification

I certify, to the best of my knowledge, that the information in this application is true and accurate and that this organization has the necessary fiscal, data collection, and managerial capabilities to implement and manage the project associated with this application:

Certification*:

Yes

Application Authority*:

KristiMyers

First NameLast Name

Title*:

Interim CEO & Chief Operating Officer

Date*:

09/09/2026



Volunteers of America

2025

ANNUAL REPORT





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A letter from our CEO

Dear Friends,

As I reflect on the past year at Volunteers of America Western Washington, one word rises above all others: hope.

Hope in the resilience of the individuals and families we serve.

Hope in the compassion of our staff and volunteers.

Hope in the generosity of a community that continues to show up time and time again for neighbors in need.

In 2025, VOAWW stood in the gap for people at some of the most vulnerable moments of their lives. We responded to crisis, supported healing, and helped restore stability for thousands of individuals across Western Washington. From hunger prevention and behavioral health crisis services, to housing, youth and family support, disability services, senior programs, dispute resolution, and community resource centers, our work touched every season of life. Through it all, we were not just providing services — we were building community.

But behind every statistic is a story.

A parent who found stability.

A young person who found safety.

An elder who found dignity.

A neighbor who found belonging.

This is the true measure of our impact.

This year also reminded us that community care is not the work of one organization alone. It is made possible through deep partnerships, faithful donors, corporate supporters, churches, volunteers, and advocates who believe that every person deserves to be seen, valued, and supported. You are not just supporters of this mission—you are part of it.

At VOAWW, we believe that transformation happens when compassion meets action. When faith becomes service. When generosity becomes opportunity. And when hope becomes tangible.

As we look ahead, our commitment remains clear:

To serve with dignity.

To lead with integrity.

To steward resources responsibly.

To respond with empathy.

And to build stronger, more compassionate communities where everyone has the chance to thrive.

Thank you for believing in this work.

Thank you for standing with our neighbors.

Thank you for helping turn hardship into hope.



With deep gratitude,

Brian Smith

A handwritten signature in blue ink, appearing to read "Brian Smith".

President & CEO

Volunteers of America Western Washington

Mission

The mission of Volunteers of America Western Washington is to empower people and strengthen communities.

Vision

Healthy, safe communities where all people live self-sufficient, fulfilled lives.

Values

Respect • Integrity • Stewardship • Empathy



Behavioral Health

VOAWW's Behavioral Health program provides 24/7 crisis support across Washington State and beyond. Through 988, the Native and Strong Lifeline, regional crisis lines, co-response services, and 911-to-988 diversion, trained professionals respond with immediate care and connection to ongoing support. In 2025, hundreds of thousands of times, someone reached out in fear or uncertainty and was met with dignity and evidence-based care. Most contacts are stabilized through conversation, helping individuals regain safety without escalation.

Why This Work Matters

Crisis is not one-size-fits-all. It can look like suicidal thoughts, overwhelming anxiety, isolation, substance use, or simply not knowing where to turn. Many people who contact our services are looking for someone who will listen, understand, and help them find a path forward.

By expanding chat and text services, including new text access for the Native and Strong Lifeline in 2025, VOAWW is building community where stigma and barriers once stood, creating spaces where help feels accessible, safe, and responsive.

This program ensures that no one faces their hardest moments alone.

By strengthening coordination across 988, regional crisis lines, and diversion services, VOAWW is helping build a more responsive and connected crisis care network across Washington State.

Every number represents **someone reaching out—**
and a **community that answered.**



286,375 total
calls, chats, and texts



62% of chat
and text users were under 18

"Thank you. I feel much better now. Some kind words is all I wish to hear. Thank you so much for saving my life"

"Thank you. It's helped so much. You seriously have helped so much. Just know you've at least changed my life today"

"I'm feeling a little bit better, I appreciate you talking with me. I think I'm calmed down enough now to work through the rest of this on my own. But I sincerely thank you, you saved another life today."

Housing Services

VOAWW's Housing Services program helps individuals and families access and maintain safe, stable housing across Snohomish, Skagit, and King counties. Through homelessness prevention, rental assistance, rapid rehousing, refugee stabilization services, and Cold Weather Shelters, VOAWW works to prevent crisis and restore stability. In 2025, 790 bed nights were provided during extreme weather conditions, offering safety when it was needed most. Beyond securing housing, case managers provide trauma-informed support, help remove barriers to employment, and connect individuals to health and behavioral health services to help families rebuild and move forward.

Why This Work Matters

Housing changes trajectories.

When individuals receive keys to a safe home, stress decreases, employment becomes possible, and families can focus on long-term goals instead of daily survival.

Rapid rehousing restores dignity. Eviction prevention keeps families stable. Cold Weather Shelters provide safety during life-threatening conditions.

With stable housing secured, individuals can begin to rebuild, recover, and move forward.



A stable home changes **everything**.



17,776 hours of case management
provided for housing stabilization



104 households
received keys to permanent housing



256 families
remained housed



168 households
avoided eviction



VOAWW Connect

- **49,475** touchpoints across five counties
- **170,933** referrals made
- **11,518** referrals to VOAWW programs

VOAWW Connect supported individuals and families in Snohomish, Skagit, Whatcom, Island, and San Juan Counties by connecting them to essential services including housing, food, utilities, transportation, and public benefits.

During a year of system consolidation and regional flooding, the team maintained continuity of care while overseeing Coordinated Entry in Snohomish and Skagit Counties, ensuring localized, responsive service remained accessible.

Localized knowledge. Personalized guidance. Immediate connection.



Community Resource Centers

VOAWW’s Community Resource Centers (CRCs) in Lake Stevens, Arlington, and Sky Valley provide individualized support to people experiencing crisis, housing instability, or other barriers to stability.

CRC teams focus on prevention and stabilization, helping community members access essential resources such as rental and utility assistance, food, housing navigation, public benefits, and transportation support. As trusted access points throughout Snohomish County, the CRCs help individuals and families take the first step toward stability.

In 2025, these efforts resulted in more than 18,700 service connections across the region

Why This Work Matters

Instability rarely happens all at once. It builds through missed payments, rising bills, unexpected health concerns, or the loss of income. Sometimes stability begins with simply knowing where to start.

Community Resource Centers meet urgent needs while guiding individuals toward sustainable solutions. VOAWW is building community by ensuring help is accessible, responsive, and local.

For many residents in rural and underserved areas, these centers are often the first and most consistent point of support.

*"I didn't know where to begin.
They helped me take the first step."*
– Benny, CRC Client



4,418 individuals
served



18,720 service connections
and referrals provided

Helping neighbors **navigate crisis** and
move toward stability.

Hunger Prevention

VOAWW's Hunger Prevention Program directly operates the Everett Community Food Bank, the Sultan Community Food Bank, and two pop-up food pantries on Casino Road, providing client-choice food distribution in welcoming and dignified environments.

Located in Arlington, VOAWW's regional distribution center strengthens local food networks but distributing food to 18 partner food banks and 13 meal programs throughout Snohomish County.

Through home delivery services, Snack Packs for children, the Sultan Community Garden, and partnerships such as the Everett Hot Meals Coalition, we help ensure families have consistent access to nutritious food.

In 2025, more than half of those served were seniors and children. Demand continued to rise, with the Everett Community Food Bank experiencing a 31 percent increase in visitors over the previous year.

Why This Work Matters

Food is more than a basic need. It is stability for a family navigating job loss, relief for a senior on a fixed income, and nourishment for a child trying to focus in school.

By distributing nearly eight million pounds of food and strengthening partnerships across Snohomish County, VOAWW keeps food accessible, consistent, and within reach for those who need it most.

When flooding and a government shutdown disrupted livelihoods, VOAWW maintained uninterrupted food access. As demand grows, the program continues expanding home delivery, increasing fresh food distribution, and strengthening services in high-need areas like Casino Road.

When families know food will be on the table, everything else becomes possible.



7,987,341 pounds
of food distributed



165,026 individuals
served across Everett and Sultan



31% increase in visitors
at the Everett Community Food Bank



More than 50%
of those served are seniors and children

Every meal represents nourishment.
Every visit represents trust.



Meet Svetlana!

VOAWW volunteer and client at the Everett Community Food Bank. Watch her video online by visiting <https://bit.ly/voaww-svetlana>

Personal Support Services

VOAWW's Personal Support Services program supports adults with intellectual and developmental disabilities in living full, independent lives in the communities they call home. Through Supported Living services, individuals receive the right level of support to build daily life skills, make their own choices, and grow in confidence.

In 2025, **80 individuals received more than 519,000 hours** of support. Participants strengthened skills like cooking and budgeting, secured employment, built friendships, and experienced greater stability in their homes and daily routines.

Through this work, VOAWW is building community by creating homes where independence is nurtured, dignity is honored, and every person belongs.

Why This Work Matters

Independence is not just about housing. It is about choice, connection, and belonging. By supporting individuals in stable homes and meaningful community engagement, VOAWW is building community where everyone has the opportunity to live with dignity and purpose.

"The Meaningful Day Program has quite literally given my son a new lease on life."

— Parent of a participant

Meaningful Day Program

The Meaningful Day Program extends this support beyond the home. Through recreation, outings, and shared experiences, adults with I/DD engage more fully in community life. In 2025, 63 participants took part in 258 activities, from museum visits and bowling to music therapy and travel.

For many, these experiences are more than activities. They create opportunities for belonging and personal growth while building meaningful connections with other.

Meaningful Day clients visited Morgan's Wonderland in Texas, the world's first ultra-accessible family fun park, for a trip filled with laughter, adventure and unforgettable moments.





Senior Services

In 2025, VOAWW operated two senior and community centers: the Carl Gipson Center in Everett and the Sky Valley Center in Sultan. Together, these centers offer programs that meet the social, physical, and intellectual needs of older adults, along with daily lunch in a welcoming community setting.

From fitness classes and line dancing to journaling, workshops, and shared meals, seniors gather to learn, stay active, and build relationships. Both centers also connect members to essential resources such as food assistance, housing support, and transportation referrals.



5,724 older adults
served



25,000 connections
made through activities at both centers

Why This Work Matters

For many older adults, isolation is one of the greatest threats to health and well-being.

By creating spaces where friendships are formed, meals are shared, and resources are accessible, VOAWW is building community where connection replaces loneliness.

Without these centers, many seniors would lack meaningful opportunities to engage, contribute, and thrive.

Client Spotlight: **Susie**

After a devastating sledding accident left her paralyzed and years of health challenges followed, Susie spent nearly a year isolated in her apartment.

Finding the Carl Gipson Center changed everything.

Now an Advisory Committee member and two-time Volunteer of the Year, Susie is known as “The Heart of the Center.”

“The Center saved my life... I didn’t leave my apartment for a year. But now, it’s like I have a purpose. I’m living.”



Early Learning & ECEAP

VOAWW's Early Learning and ECEAP programs provide affordable, high-quality preschool for children ages 2½ to 5, with locations in Monroe, Sultan, and Everett.

In safe and nurturing classrooms, children build early literacy and math skills, strengthen social and emotional development, and gain the confidence needed to succeed in kindergarten.

To reduce barriers for families, transportation is provided ensuring that every child has consistent access to preschool, regardless of a family's circumstances.



294 children
prepared to enter kindergarten



286 families
supported



11,000 rides
is provided to ensure access



A strong start
builds a
stronger future.



***New location opened at the Lynnwood
Neighborhood Center in 2026!***

Why This Work Matters

Early childhood is a critical window for growth and development. Children who enter kindergarten with strong social, emotional, and early academic skills are more confident learners and better prepared to succeed in school.

Without access to quality preschool, many children—especially those from low-income families—begin kindergarten already behind their peers.

Early Learning ensures children enter elementary school ready to learn, build friendships, and thrive.

Beyond the classroom, VOAWW supports the whole family. Staff connect parents to community resources, assist with IEP navigation, provide dental screenings, host family events, and send home books, clothing, and learning tools.

By investing early, VOAWW is strengthening families and building brighter futures from the very beginning.

Dispute Resolution Center

VOAWW's Dispute Resolution Centers provide mediation services, restorative practices, and professional development training across Snohomish, Island, and Skagit Counties.

Through family mediation, landlord tenant mediation, and partnerships with local courts and schools, the program helps individuals resolve disputes constructively while keeping conflicts out of the courtroom whenever possible.

In 2025, the program expanded its reach by establishing Peer Mediation programs in 12 middle and high schools across the Edmonds and Everett School Districts, training 175 students to help their peers resolve conflicts peacefully.

Resolving conflict. Strengthening community



5,224 individuals
served



803 mediations
facilitated



70% of mediations
resulted in agreement



175 student
peer mediators trained



Why This Work Matters

Conflict is a natural part of life. Without tools to address it, conflict can escalate, damage relationships, destabilize families, and increase strain on schools and courts.

Mediation creates space for dialogue, accountability, and collaborative problem solving.

By equipping students, families, and community members with conflict resolution skills, VOAWW strengthens relationships and fosters healthier, more resilient communities.

1,086 volunteers



32,873 volunteer hours served



"Being there to help, encourage, care and love on the people at the food bank and Stuff the Bus gives my soul purpose and satisfaction!"



Because of **you**, hope is put into action *every day*.

To our incredible volunteers, faithful donors, corporate and government partners, foundations, and community advocates, thank you. Your generosity, trust, and commitment open doors, lift burdens, and create meaningful change across our region. Together, we are shaping a future filled with possibility.



**CRANE AEROSPACE
& ELECTRONICS**
553 hours volunteered



AT&T
306 hours volunteered



EXECUTIVE LEADERSHIP

Brian Smith, *President/CEO*

Kristi Myers, *Chief Operations Officer*

John Ng, *Chief Financial Officer*

Levi Van Dyke, *Chief Behavioral Health Officer*

Dixie Behn, *VP of Infrastructure*

Claire Danielson, *VP of Finance*

Kristin Ely, *VP of Strategic Initiatives*

Olga Fedorovski, *VP of Human Resources*

Jessica Moore, *VP of Development*

Steve Woodard, Ph.D., *VP of Community Engagement*

Jan Olsen, *Board Secretary*

Nelia Vilorio, *Executive Assistant*

**746 employees
across 31 States**

*"This is such an
amazing place to work.
I have never felt more
valued as employee
than I do at VOA"*

BOARD OF DIRECTORS

Todd Brunner, *Retired Business Owner, Brunner Construction*

Aimee Giang-Tien Do, *President/Owner, Vietnam Education Fund
(Retired 30 years Executive Leadership)*

Paul S. Bulter, *VP, Community Manager*

Todd Henrichsen, *Assistant VP, Global Atlantic Financial Group*

Mark Hulst, *Business Owner/President, Skagit Cellars*

Bryan P. O'Connor, *Attorney, Principal, Jackson Lewis PC*

Lori Schlindwein, VP, Service Lines, Wells Fargo

Dr. Amit B. Singh, President, Edmonds College

Brian Smith, President/CEO, Volunteers of America Western Washington

Suzan Sturholm, Owner/President, All Things HR

Shannon Testa, Director of Operations, Lease Crutcher Lewis

Kirstin Tyner, VP, Branch Manager, Coastal Community Bank

Brenda White, VP Local Gov & Ext. Affairs, Snohomish County PUD

Stephen Zimmerman, Retired President/CEO, Aerospace Industry

Ross Angelesdes, Business Owner, Oydessey-2, LLC

Lisa Janicki, Retired Business Owner, Retired Skagit County Commissioner

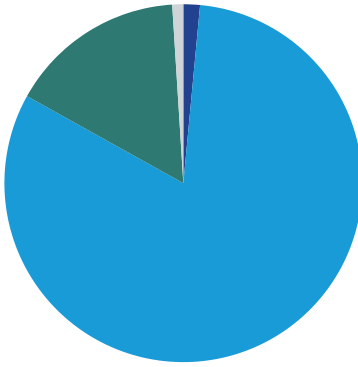
Bill Reed, MRF Associates, PLLC

I am so honored to have served on VOAWW's board of directors for the last 9 years (the last 5 as board chair). I am proud to be part of an organization that supports and cares for so many communities in so many ways. It is there for people when they are most in need and at times when they feel all is lost, making a difference in people's lives every single day. I can't and don't want to think of a world without VOAWW. That's why I serve.



Suzan Sturholm,
Board Chair
Owner/President, All Things HR

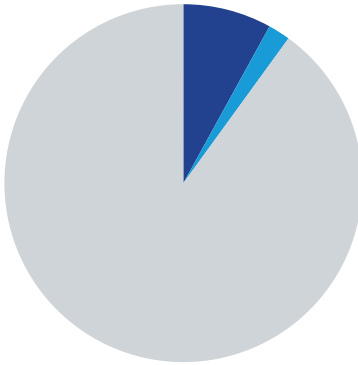




REVENUE & SUPPORT

\$96,033,180

■ Private Support	\$1,603,646 (2%)
■ Public Support	\$78,669,329 (82%)
■ In-Kind	\$15,553,006 (16%)
■ Program & Other	\$207,199 (<1%)



OPERATIONAL EXPENSES

\$94,442,253

■ Management/General	\$7,984,361 (8%)
■ Fundraising	\$1,132,071 (2%)
■ Programs & Services	\$85,325,821 (90%)

Financial data based on FY2025



Hope is Brewing

Join us for a meaningful morning filled with connection, inspiration, and the shared commitment to building stronger communities. Save the date and start your day with purpose. Visit voaww.org/givehope or scan the QR code to learn more and RSVP.



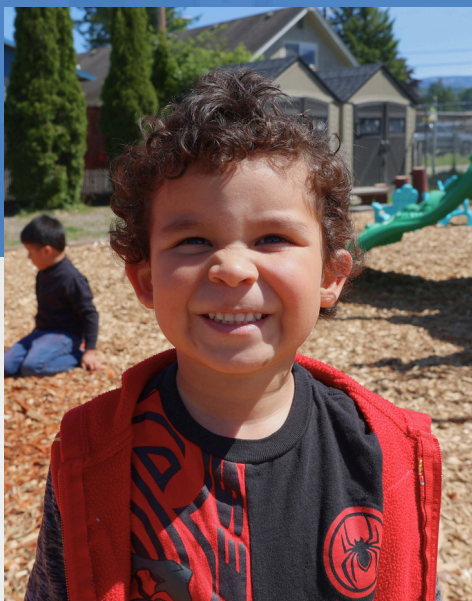
Follow us on socials!
Stay up to date on our programs and events.







Volunteers



PO Box 839,
Everett, WA 98206

voaww.org

501(c)3 Tax ID# 91-0577129

Cost Allocation Policy Fiscal Year beginning July 1, 2026

Prepared By: April Johnson

Approved by: Claire Danielson

Effective Date: 07.2026

Last Reviewed: 07.2026



Occupancy

Internal Rent Allocation Expense Policy: Occupancy for owned buildings are treated as direct costs and expensed in the month incurred. These costs include but not limited to janitorial services and supplies, housekeeping, repairs, utilities, property insurance, and grounds/building care.

- Allocation method: Costs are charged directly to the benefiting program(s) based on square footage in the building occupied.
- Distribution within programs: Once allocated to a program, costs are distributed to contracts/grants based on program payroll cost, which serves as a reasonable proxy for proportional benefit received.
- Compliance note: This treatment is consistent with 2 CFR §200.413 (Direct Costs) and §200.405 (Allocable Costs), ensuring that occupancy expenses are charged directly to programs in proportion to benefit received and not duplicated as indirect costs.

Property Management Allocation Expense Policy: Maintenance and Management Staff Salaries and Benefits support all occupied offices and buildings.

- Allocation method: Costs are charged directly to programs based on program payroll cost, which serves as a reasonable proxy for benefit received.
- Distribution within programs: Within each program, costs are distributed to contracts/grants using payroll cost as the allocation base.
- Compliance note: This allocation method is consistently applied to distribute support costs in proportion to the benefit received by programs and contracts.

Communications

Policy: Communications costs (program specific costs for telephone, cell phones, internet) are treated as direct costs and expensed in the month incurred.

- Allocation method: Costs are charged directly to the benefiting program(s) based on program payroll cost, which reasonably reflects proportional staff usage.
- Distribution within programs: Within each program, costs are distributed to contracts/grants using payroll cost as the allocation base.
- Compliance note: This treatment aligns with 2 CFR §200.413 (Direct Costs) and §200.405 (Allocable Costs), ensuring costs are charged directly in proportion to benefit received.

Cost Allocation Policy Fiscal Year beginning July 1, 2026

Prepared By: April Johnson

Effective Date: 07.2026

Approved by: Claire Danielson

Last Reviewed: 07.2026



Information & Technology Support

Policy: IT support expenses (IT staff salaries and benefits, agency IT hardware, software, licenses, help desk, system maintenance) are treated as direct costs and expensed in the month incurred.

- Allocation method: Costs are charged directly to programs based on program payroll cost, which serves as a reasonable proxy for benefit received.
- Distribution within programs: Within each program, costs are distributed to contracts/grants using payroll cost as the allocation base.
- Compliance note: This allocation method is consistently applied and documented per 2 CFR §200.403 (Consistency in Treatment).

Administration

Policy: General administration expenses (GL9201 shared services: leadership, accounting, HR) are classified as indirect costs.

- Allocation method:
 - VOA WW applies either:
 - A federally negotiated indirect cost rate, or
 - The de minimis 15% rate of Modified Total Direct Costs (MTDC) if no negotiated rate exists.
- Distribution within programs: Indirect costs are allocated to programs based on program payroll cost, and within each program distributed to contracts/grants using payroll cost as the allocation base.
- Compliance note: This treatment ensures administrative costs are consistently applied and not double-charged, per 2 CFR §200.412–414 (Indirect Costs).

Documentation

- Allocation bases of square footage and payroll cost are documented annually.
- Adjustments are made if program structures or facilities change.
- Payroll reports are retained for audit review, demonstrating proportional benefit received.
- **Direct costs expensed monthly** → Occupancy, Communications, IT.
- **Indirect costs allocated via rate** → Administration.

September 4, 2026

Re: Letter of Concurrence for Volunteers of America Western Washington (VOAWW)

Dear Washington State Department of Transportation and Consolidated Grant Evaluation Committee,

The Skagit Council of Governments (SCOG), which serves as the Regional Transportation Planning Organization (RTPO) for Skagit County, appreciates VOAWW's contributions to mobility management in Skagit County.

VOAWW's call-center service, VOAWW Connect, has provided 35 transportation related information and referrals in Skagit County since the beginning of 2026. We are collaborating with VOAWW to build a robust resource guide of transportation resources in Skagit County, including information about fixed, commuter, and paratransit routes available via Skagit and Island Transit for trip planning.

VOAWW and their VOAWW Connect call center are a trusted partner, providing phone-based support for housing and homelessness concerns in Skagit County since 2024 and for a decade prior as the 211 provider in Skagit County. While focused on and funded for housing services specifically in Skagit County, VOAWW call-center staff are trained to provide quality referrals to our residents to other human services, including transportation.

The Skagit Council of Governments anticipates exploring a collaboration with VOAWW Connect to add call-center capabilities to enhance our regional mobility coordination and outreach in a future Consolidated Grant opportunity.

Sincerely,



Jill Boudreau
Executive Director
Email: jillb@scog.net
Phone: 360-416-7871



September 4, 2026

Consolidated Grant Evaluation Committee
Public Transportation Division
Washington State Department of Transportation

RE: Volunteers of America Western Washington (VOAWW) funding application to support the VOA Connect for transportation navigation assistance

Dear Grants Committee Members:

Snohomish County Transportation Coalition (Snotrac) supports VOAWW's sustaining grant application for its One-Call program via the VOAWW Connect call center. This program enhances access to transportation through comprehensive navigation, coordination, and referral services for Snohomish County. VOAWW's One-Call program enhances the Coalition's efforts to connect residents to affordable, age- and ability-friendly transportation options for all people.

Many of our community members in Snohomish County experience an accessibility gap. They often struggle to utilize technology, including websites or app-based services, to navigate transportation options. VOAWW's call-center staffing levels ensure someone is readily available to answer a call, and cross-trained staff provide information and referrals for other human services that transportation seekers also need.

In addition, nearly a quarter of Snohomish County residents speak a language other than English at home. VOAWW's One-Call program reduces language barriers for individuals with limited English proficiency through a live interpretation service that provides access to more than 300 languages. VOAWW also maintains a comprehensive database of local and regional transportation options and connects clients to these resources based on needs and eligibility, including income, age, disability, and health considerations, and, in some cases, directly arranges transportation for clients.

Snotrac has collaborated with VOAWW during the 2025-2027 biennium in the implementation of Find A Ride technology with VOA Connect. In addition, VOAWW staff regularly participate in Snotrac's countrywide and localized partner meetings to identify current mobility gaps and to be better able to respond to emerging issues. With collaborations on outreach, awareness and follow-up services, VOAWW's One-Call project plays an instrumental role in strengthening our shared mobility management efforts throughout Snohomish County.

We support VOAWW's project and efforts to continue mobility management services in Snohomish County. We support their application to the Consolidated Grant.

Sincerely,

Brock Howell
Snotrac Executive Director

September 2, 2026

Re: Letter of Support for Volunteers of America Western Washington (VOAWW) WSDOT Funding

Dear Washington State Department of Transportation,

Hopelink strongly supports VOAWW's Consolidated Grant application for their One-Call mobility management project. This service provides transportation navigation, coordination, and referrals that improve accessibility and reduce technology barriers related to transportation utilization in Snohomish County. Hopelink and VOAWW have been coordinating mobility management efforts in Snohomish County since 2025.

The VOAWW Connect call center approach addresses a critical accessibility gap by providing personalized assistance to individuals who have difficulty using websites or app-based transportation tools, or who do not have reliable access to technology. With a less than 5-minute call wait time, VOAWW Connect staffing levels support Hopelink by ensuring transferred calls receive prompt assistance with their transportation needs. VOAWW staff are cross trained to provide referrals to other human services, including housing, employment, and childcare. And since nearly 25% of Snohomish County residents speak a language other than English at home, VOAWW's One-Call program is designed to reduce language barriers for individuals with Limited English Proficiency (LEP) through a live interpretation service that provides access to more than 300 languages.

Hopelink and VOAWW, together with all members of the Snohomish County Transit Coalition (Snotrac), work together to maintain up-to-date transportation resources and mutually refer clients according to their individual transportation-related needs. In conjunction with VOAWW, our agencies are developing a follow-up survey that VOAWW will administer to clients post-contact. This survey will inform our combined efforts to continue to identify transportation gaps and improve our mobility management efforts.

We support VOAWW's Consolidated Grant application and look forward to continuing our collaboration to serve our community and strengthen the transportation network in Snohomish County and beyond.

Sincerely,



Staci Sahoo
Director, Mobility Management
ssahoo@hopelink.org
(425) 943-6769



1715 100th Pl SE
Everett, WA 98208
(T) 425.355.1112

September 3, 2026

Re: Letter of Support for Volunteers of America Western Washington (VOAWW) WSDOT One-Call Proposal

Dear WSDOT and the Consolidated Grant Evaluation Committee,

Homage Senior Services strongly supports VOAWW's Consolidated Grant application for their One-Call mobility management program.

The VOAWW Connect call center, which implements the One-Call program, provides transportation navigation, coordination, and referrals that improve accessibility to transportation in Snohomish County. Their program addresses a critical accessibility gap by providing personalized assistance to individuals who have difficulty using websites or app-based transportation tools, or who do not have reliable access to technology. One-Call frequently refers older adults and adults with disabilities to Homage's Transportation Assistance Program (TAP), which provides door-to-door, accessible transportation for individuals who live outside traditional fixed-route and paratransit service areas.

Homage is also pleased to partner with VOAWW on an initiative funded by North Sound Accountable Communities of Health (ACH) to reduce food insecurity among older adults and adults with disabilities living in rural Snohomish County. The partnership improves access to food destinations through TAP, including transportation to VOAWW's Sultan Food Bank. Homage and VOAWW, together with all members of the Snohomish County Transit Coalition (Snotrac), also work together to maintain up-to-date transportation resources and mutually refer clients according to their household's transportation-related needs.

In addition to our transportation partnerships, Homage also works closely with VOAWW's human service programs, including VOAWW Connect, family resource centers, senior centers, and food bank programs to jointly serve the needs of low-income older adults and persons with disabilities in our county.

We are supportive of VOAWW's Consolidated Grant application and look forward to continuing our collaboration to serve our community and strengthen the transportation network serving Snohomish County.

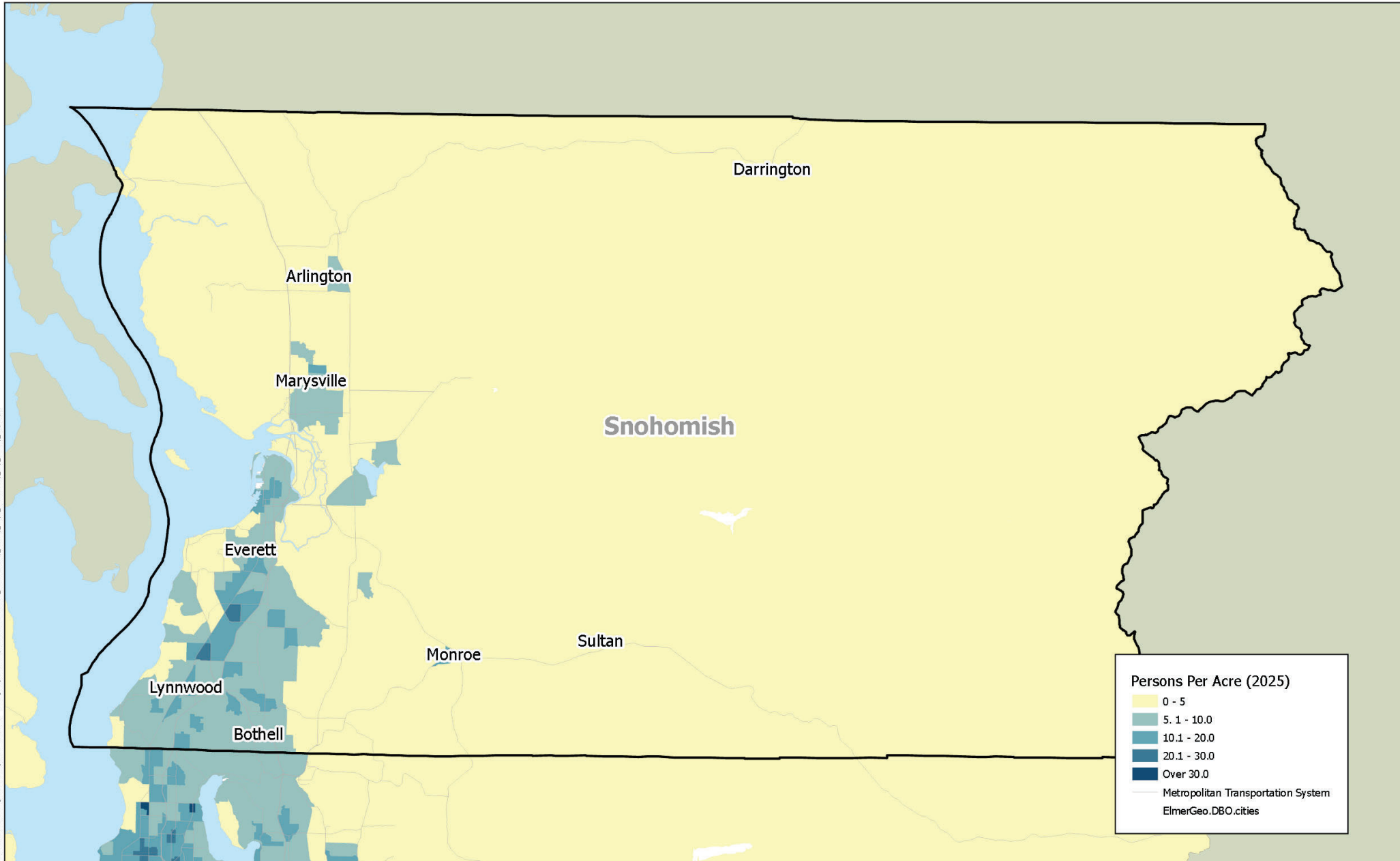
Sincerely,

Signed by:

B94F89070279495...

Jay Kang, CEO

Snohomish County Population Density - Person Per Acre

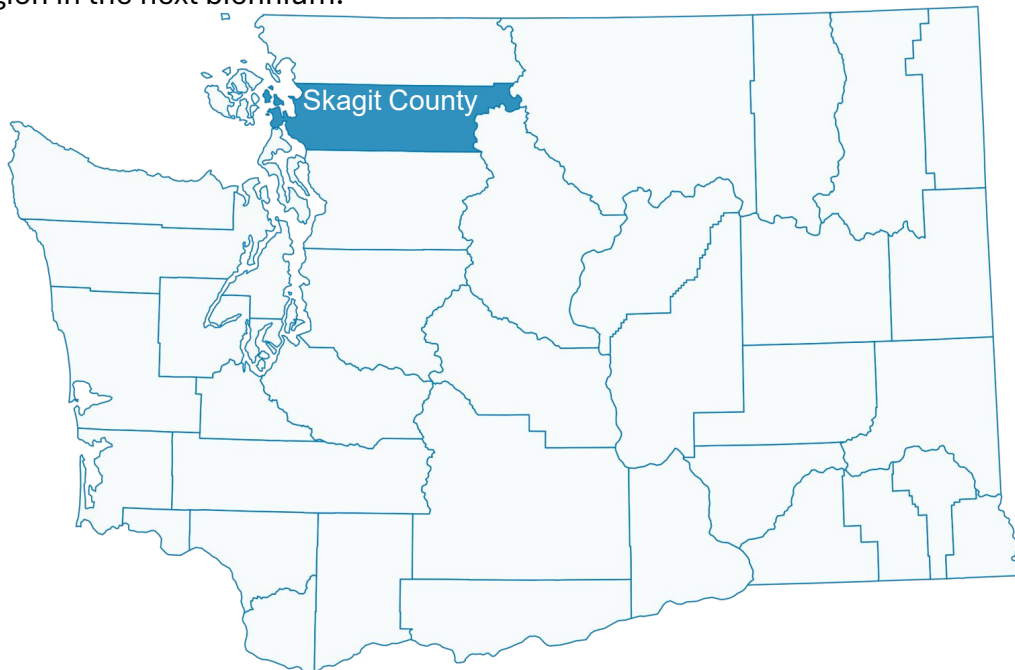


VOAWW's One-Call Areas of Service

VOAWW's One-Call program serves all of Snohomish County and is an integral part of the Snohomish County Transportation Coalition's "One-Call/One-Click" vision for transportation navigation.



VOAWW's call-center (VOA Connect) also serves human service needs in Skagit County, fielding transportation navigation calls and providing referrals based on our growing database of transportation services in Skagit County. We plan to apply for Consolidated Grant funding for this region in the next biennium.



On the following pages, the Snohomish County Transportation Coalition maps provide a complete picture of the fixed route transit and on-request mobility services in Snohomish County and are a frequently utilized resource by One-Call staff.

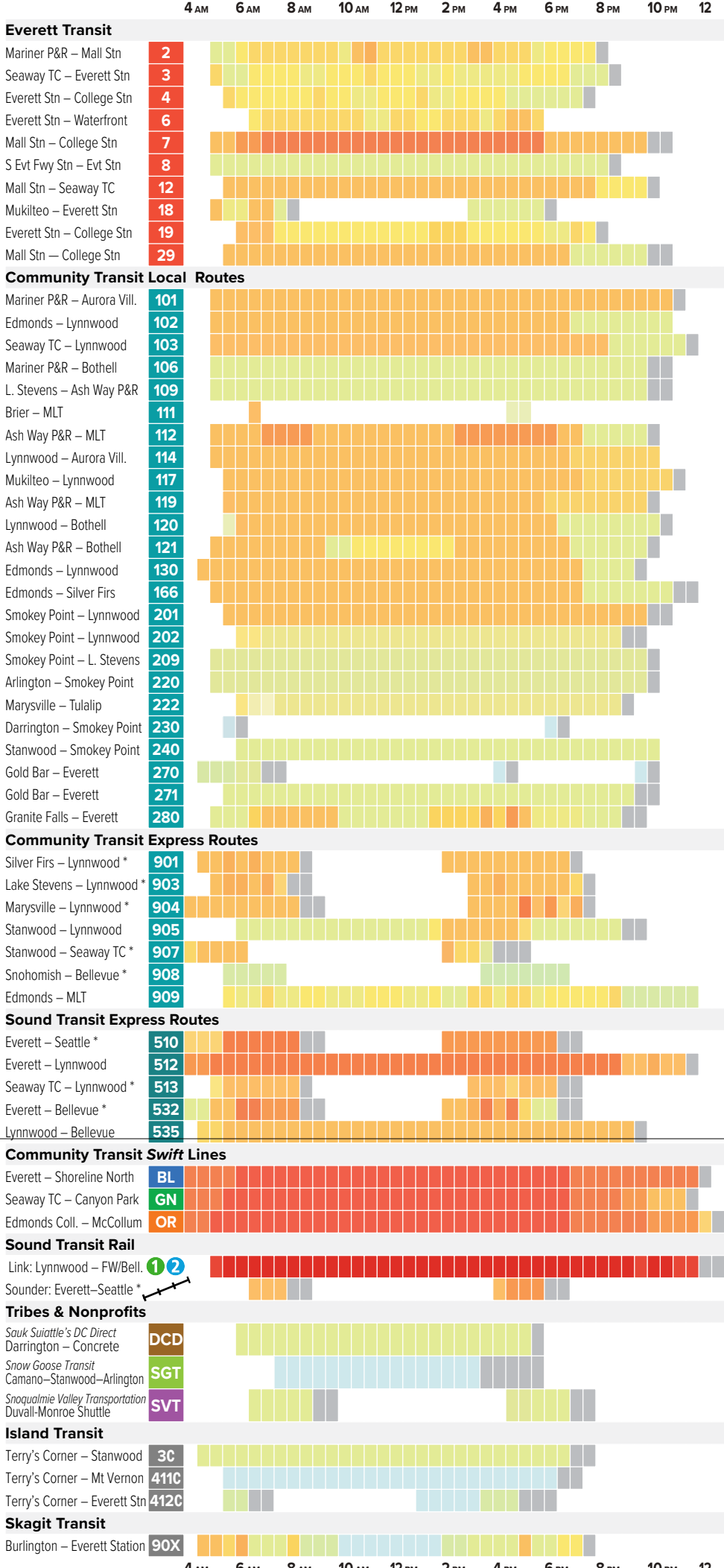


Frequency by Time of Day

• Shown for weekdays only.
• * indicates route is one direction at peak hours.
• Consult official agency schedules for trip planning purposes.

← Wait times between buses (minutes) →
120+ 90 60 45 30 20 10 5
fewer buses more buses

4 AM 6 AM 8 AM 10 AM 12 PM 2 PM 4 PM 6 PM 8 PM 10 PM 12



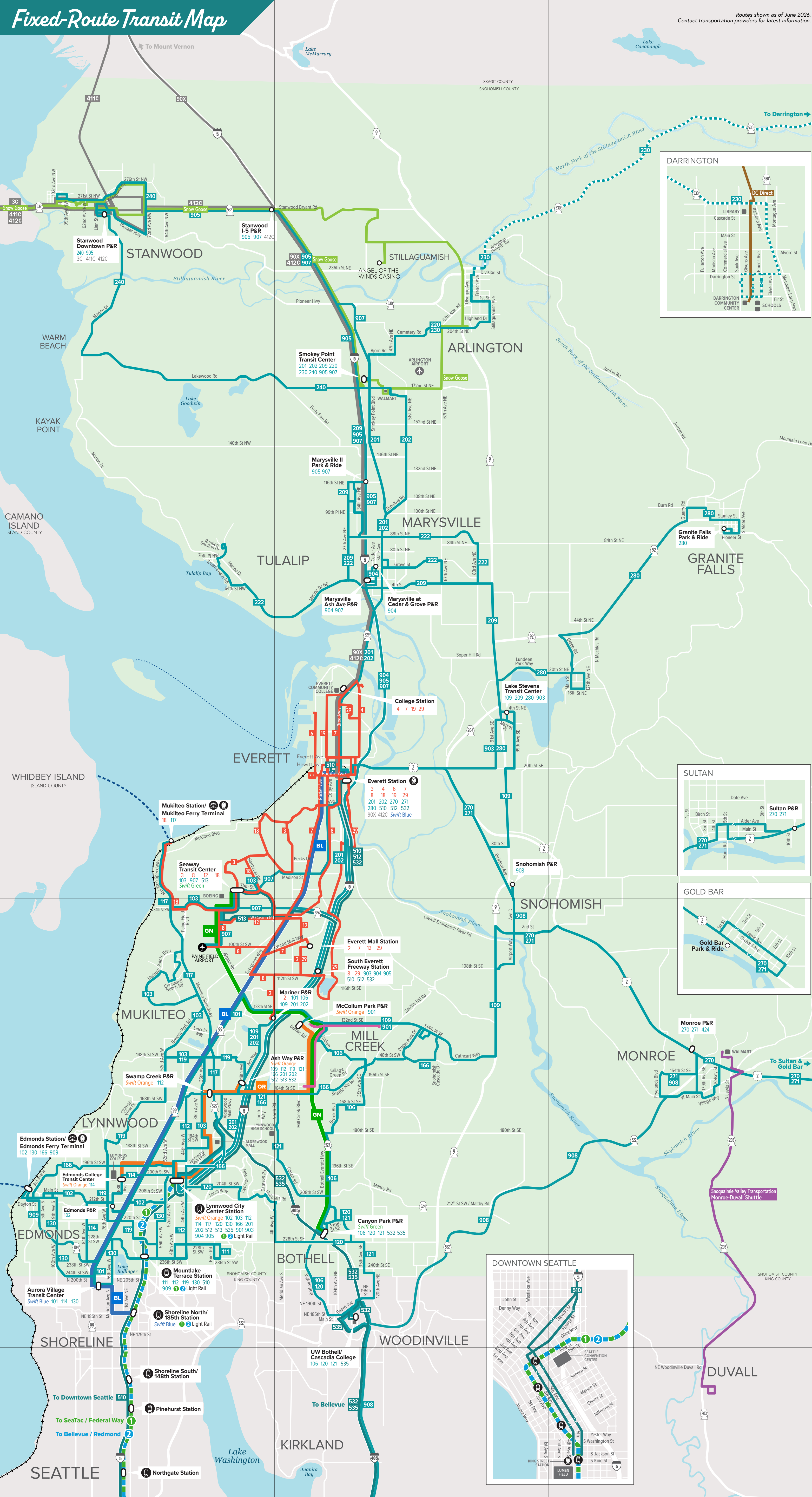
Fares per trip	Adult	Youth 18 & under	Regional Reduced Fare Permit	ORCA LIFT	Subsidized Annual Pass
Everett Transit	\$2 \$72 monthly pass	FREE	\$0.50 \$18 monthly pass	\$1 \$36 monthly pass	FREE
Community Transit Local, Swift, Express	\$2.50 \$90 monthly pass	FREE	\$1 \$36 monthly pass	\$1 \$36 monthly pass	FREE
Sound Transit	\$3 \$108 monthly pass	FREE	\$1 \$36 monthly pass	\$1 \$36 monthly pass	FREE
DC Direct	FREE	—	—	—	—
Snow Goose Transit	Donation	—	—	—	—
Monroe-Duval Shuttle	Donation	—	—	—	—
Island Transit	FREE	—	—	—	—
Skagit Transit	\$2 for 90X	FREE	\$0.50 \$1 for 90X	—	—

Regional Reduced Fare Permit
People with disabilities, age 65+, or Medicare benefits are eligible for the Regional Reduced Fare Permit. Applications are processed by participating public transit agencies.

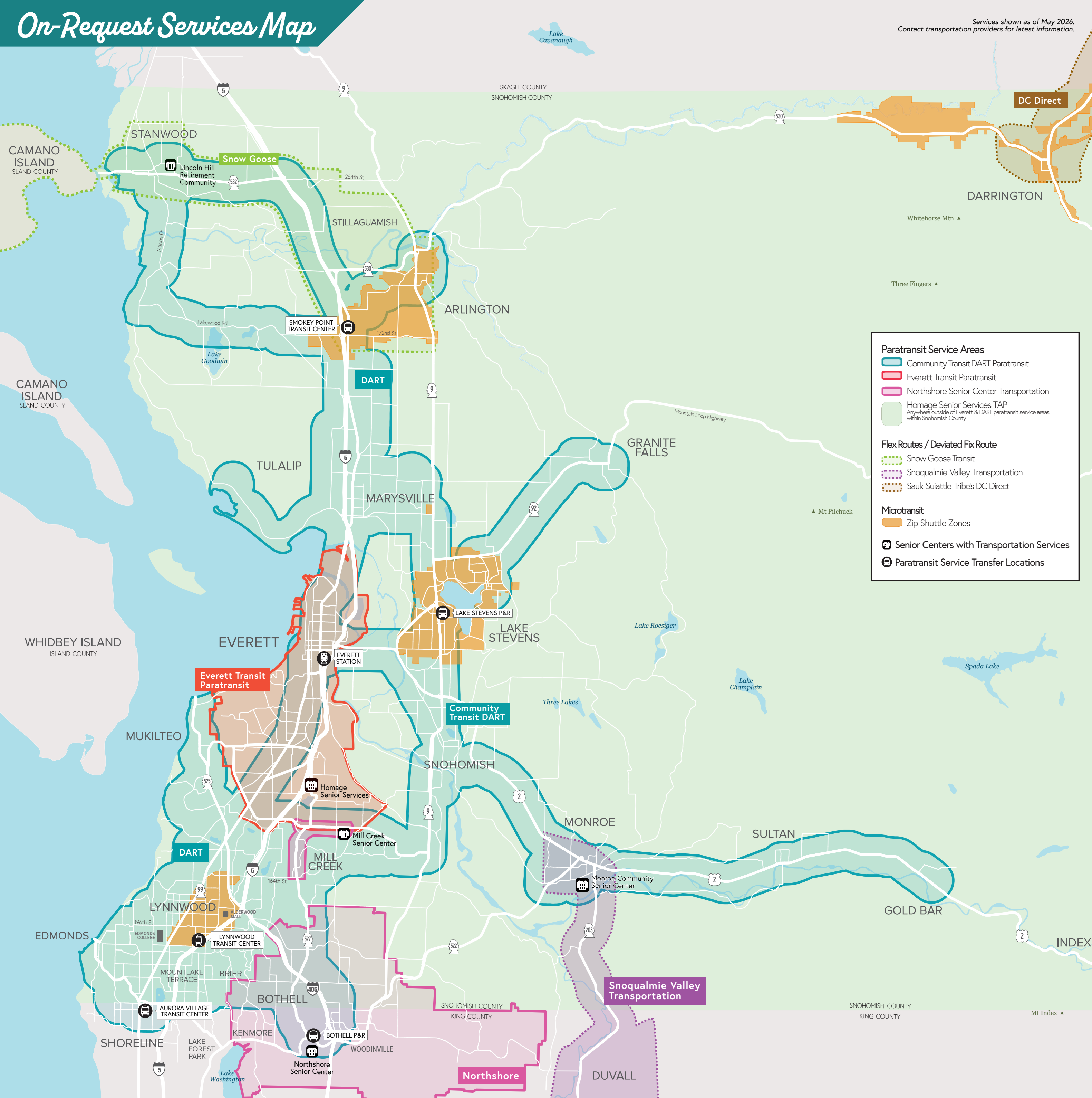
ORCA LIFT
People with household incomes up to 200% of the federal poverty level and who don't otherwise qualify for the Subsidized Annual Pass are eligible for ORCA LIFT. Applications are processed by Public Health of Seattle-King County and partner nonprofit agencies.

Subsidized Annual Pass
People who are enrolled in one of six state benefit programs, can get a Subsidized Annual Pass. Qualifying benefit programs are:
• Temporary Assistance for Needy Families (TANF)
• Refugee Cash Assistance
• Aged, Blind, or Disabled Cash Assistance
• Pregnant Women Assistance
• Supplemental Security Income (SSI)
• Housing & Essential Needs (HEN)
Applications are processed by Public Health of Seattle-King County and partner nonprofit agencies.

Ways to Pay	ORCA	Credit Card	Cash	Other
Everett Transit	✓	✓	✓	
Community Transit Local, Swift, Express	✓	✓	✓ for most buses for Swift, you can buy tickets with cash at vending machines	
Sound Transit Link Light Rail, Express Buses	✓	✓	✓ for buses for light rail trips, you can buy tickets with cash at vending machines	
King County Metro	✓	✓	✓	Transit Go App
Skagit Transit	No	at vending machines	✓	Umo App



On-Request Services Map



Services shown as of May 2026.
Contact transportation providers for latest information.

How to plan your transit trips

Trip Planning for Fixed-Routes

Google & Apple Maps
Apple and Google Maps are excellent at easily finding the best trip for you on the buses and trains operated by Community Transit, Everett Transit, and Sound Transit.

Community Transit Website
For a more tailored tool for transit in Snohomish County, use Community Transit's web-based map: communitytransit.org/plan-my-trip

Transit App
The Transit App provides a seamless experience trip planning with real time data. The Transit App provides route planning for most major cities in North America, Europe, Australia, and New Zealand.

OneBusAway App
The OneBusAway app lets you see when your public bus is coming in real-time on your phone. OneBusAway works in the Central Puget Sound and a few additional regions.

Trip Planning for On-Demand Services

FindARide
Use [FindARide.org](https://findaride.org) trip planning map to discover and plan on-request and specialized transportation services trips in King, Pierce, and Snohomish Counties.

Call for help

VOAWW Connect
VOAWW Connect provides personalized resource navigation for Snohomish and Skagit Counties. VOAWW's community resource specialists offer free, one-on-one assistance to help community members access essential resources and successfully navigate housing, food, transportation, and behavioral health systems. Volunteers of America Western Washington manages VOAWW Connect.

Call: 1-800-223-8145 Monday-Friday | 8:30 a.m. - 4:30 p.m.
360-VOA-HELP

Transit Agency's Customer Service
Community Transit.....800-562-1375
Everett Transit.....425-257-7777
Island Transit.....360-678-7771
Skagit Transit.....360-757-4433
DC Direct.....360-436-0131 ext. 214
Snow Goose Transit.....360-629-7403
Snoqualmie Valley Transportation.....425-888-7001

ORCA Card
Get the ORCA card and app to make trips on public transit easier and cheaper.

Microtransit

Microtransit is a ridehailing service similar to Uber and Lyft except operated within a defined area by a public transit agency, at public transit agency prices.

- The service is open to the general public.
- People may request a ride by phone call or through an app.
- Wait times are often within 15 to 20 minutes of a request.
- Riders may share a ride with others as part of the trip.
- Each fleet of microtransit vehicles includes accessible vehicles for people who use wheelchairs.

Community Transit Zip
Community Transit operates its Zip Shuttle service in the Alderwood and Lynnwood City Center area, Arlington, Darrington, and Lake Stevens.

Learn more about Zip and download the app

Adults	Youth	RRFP & ORCA LIFT
\$2.50	FREE	\$1.00

Options for People with Disabilities

Public transit agencies are legally required by the American Disabilities Act to provide paratransit service for people with disabilities who have impairments that limit their ability to use fixed-route transit. Disabled residents in all areas of Snohomish County have paratransit options, whether provided by Community Transit, Everett Transit, or Homage Senior Services.

Community Transit DART

Branded as Dial-A-Ride Transportation, or **DART** for short, Community Transit's curb-to-curb service within 0.75 miles of the agency's fixed route service for eligible people with disabilities. Trips within the City of Everett are coordinated with Everett Transit.

Learn more about DART

Eligible riders can request trips by phone or app, with at least one day notice.

To become eligible, people with disabilities must submit an application and conduct an in-person assessment in Southwest Everett by the agency's contracted operator Transdev. The agency provides its determination within 21 days following the assessment.

To begin the eligibility verification process, call 425-347-5912.

Everett Transit Paratransit

Branded as **Paratransit**, Everett Transit provides door-to-door service for eligible people with disabilities within all areas of the City of Everett.

Learn more about Everett Transit Paratransit

Eligible riders can request trips by calling Everett Transit's paratransit center at least one day in advance.

To become eligible, people are screened through Community Transit's DART application process.

Homage TAP

Branded as the Transportation Assistance Program, or **TAP** for short, Homage Senior Services provides curb-to-curb trips outside of the service areas of Community Transit and Everett Transit for eligible people with disabilities.

Learn more about TAP

Homage conducts a quick eligibility screening process. Complete an online form or call 425-423-8517.

Northshore Senior Center

The Northshore Senior Center provides door-to-door trips within the Northshore School District boundaries for eligible people with disabilities.

Learn more about Northshore Senior Center

Northshore conducts a quick eligibility screening process. Call 425-286-1026 or email nsdscispatch@mynorthshore.org.

Flex Routes

With prior scheduling, people with disabilities can be picked-up off-route on the following flex route services.

DC Direct	360-436-0131 ext.214
Snow Goose Transit	360-629-7403
Snoqualmie Valley Transportation Duvall-Monroe Shuttle	425-888-7001

Cross County Trips

Public transit agencies honor the eligibility of any rider who is determined to be eligible to use a paratransit service due to disability by another public transit agency. Community Transit and Everett Transit coordinate trips between their boundaries, and Community Transit DART also coordinates paratransit trips with King County Metro's ACCESS, Skagit Transit, Island Transit, and other providers.

Fares & Typical Hours for Paratransit Services

	Weekdays	Saturdays	Sundays	Fares
DART	6 a.m. – 10 p.m.	6 a.m. – 8:30 p.m.	7 a.m. – 8:30 p.m.	\$2.50
Everett Paratransit	5 a.m. – 10 p.m.	7 a.m. – 10 p.m.	7 a.m. – 10 p.m.	\$2.00
Homage TAP	8 a.m. – 4:30 p.m.	8 a.m. – 3 p.m.		\$2.00
Northshore	8 a.m. – 4 p.m.			Donation

Options for Older Adults

In some situations, older adults who do not have a verified disability that affects their mobility also have curb-to-curb transportation options in Snohomish County.

Everett Transit Paratransit

People age 65+ can ride Everett Transit's Paratransit for door-to-door trips within the City of Everett. Trips can be scheduled by phone, the day prior to the trip.

Learn more about Everett Transit Paratransit

To become eligible, riders must submit proof of residence and age. Call 425-257-8801.

Homage TAP

People age 50+ with low incomes can ride Homage Senior Services' TAP for curb-to-curb trips within Snohomish County.

Learn more about TAP

Homage conducts a quick eligibility screening process. Complete an online form or call 425-423-8517.

Northshore Senior Center

Older adults can receive door-to-door service within the Northshore School District boundaries. In addition, door-to-door services is available in Mill Creek as part of a weekly errand run for seniors.

Learn more about Northshore Senior Center

To schedule door-to-door trips in either Bothell or Mill Creek, call 425-286-1026.

Senior Centers that Organize Trips

	Activity Trips	Weekly Errand Trips
Carl Gipson Center (Everett)	✓	
Lake Stevens Senior Center	✓	
Lincoln Hill Retirement Community	✓	✓
Lynnwood Senior Center	✓	
Mill Creek Senior Center	✓	✓
Monroe Senior Community Center	✓	✓
Mukilteo Seniors Association	✓	
Northshore Senior Center	✓	
Stilly Valley Center	✓	

Meal Delivery

Meals on Wheels
People with disabilities and people age 60 & up who are home-bound and unable to prepare meals can receive seven meals each week, delivered by Homage Senior Services. Meals are \$9 per meal.

Learn more & apply

Options for Medical Appointments

Medicaid

Do you have medicaid health insurance? Medicaid covers the cost of trips to non-emergency medical appointments.

Contact Hopelink to coordinate a Medicaid-funded trip:
To schedule a medicaid-funded trip, individuals can contact Hopelink who will work with transportation providers to provide a door-to-door trip.

Or schedule a trip directly with a provider:
Hopelink.....855-766-7433
Medstar.....800-236-2011
Northwest Transport.....800-600-9225
Tri-County Cabulance.....425-775-8358

Learn more

hopelink.org/programs/medicaid-transportation/

American Cancer Society's Road to Recovery

Cancer patients can receive free rides by volunteers to their medical appointments.

Call
800-227-2345

Volunteer Driver Programs

Homage Volunteer Driver Program

Homage's Volunteer Driver Program helps older adults maintain independence by providing reliable transportation to essential destinations such as medical appointments, grocery stores, and other necessary errands.

This program is designed for individuals who are unable to access public transportation, including fixed-route bus services and DART. Eligible participants are matched with trained volunteer drivers who provide safe, dependable rides based on an established transportation plan and schedule.

All volunteer drivers are fully licensed, insured, and background-checked, and they use safe, well-maintained personal vehicles. Volunteers also maintain clean driving records and may be reimbursed for mileage.

Interested individuals must complete an application to determine eligibility and create a personalized transportation plan. Funding for this program is limited, and services are provided on a first-come, first-served basis.

Catholic Community Services

Catholic Community Services manages a volunteer driver program for low-income elders (age 60+) and adults with disabilities.

To request a driver, call:
425-374-6303

Community Transit Vanpool

Commuters getting to work can sign up for a vanpool with a volunteer driver. Cost depends on distance and employer subsidies.

Learn more about Vanpool

Title VI of the Civil Rights Act of 1964 prohibits discrimination on the basis of race, color and national origin in programs and activities receiving Federal financial assistance. Snotrac is committed to ensuring that no person is excluded from participation in, or denied the benefits of its transit services on the basis of race, color, or national origin, as protected by Title VI in Federal Transit Administration (FTA) Circular 4702.1B.

If you believe you have been subjected to discrimination under Title VI, you may file a complaint with Snotrac's Title VI Coordinator. For additional information regarding Title VI complaint procedures and/or information regarding our non-discrimination obligations, please contact Snotrac's Title VI Coordinator at (425) 780-6052 or info@snotrac.org.

If information is needed in another language, contact (425) 780-6052.
Si necesita información en otro idioma, llame al (425) 780-6052.
如果需要其他語言的信息，請致電 (425) 780-6052.
Nếu cần thông tin bằng ngôn ngữ khác, liên hệ (425) 780-6052.
다른 언어로 정보가 필요하면 (425) 780-6052 으로 연락하십시오.