

Human Services Department

2016 Annual Report



Seattle
Human Services

>> **Edward B. Murray**
Mayor

>> **Catherine L. Lester**
Department Director

2016

Annual Report

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Director's Letter

>> Finding the "How" as we chart our path towards a culture of results and racial equity

"There is really nothing more to say—except why. But since why is difficult to handle, one must take refuge in how." - Toni Morrison

The words of legend and world-renowned author Toni Morrison are especially relevant to the work of the Human Services Department. We work with people in very difficult situations, helping them in times of need to secure their safety, health, and well-being. Since the "whys" for them are often systemic, social, economic, and political, commingled into a tight knot that my colleagues and I cannot always untangle, we set about the business of "how." "How can we help?" "How are we upholding oppression rather than dismantling it?" "How are we being accountable in both our intentions and our actions?"

Getting to the "how" requires dedication to ongoing reflection, learning, and adaptation. In 2016, this dedication was reflected in HSD's work to support healthy families and healthy communities through a commitment to results and racial equity, stewardship, employee experience, and innovation. Our efforts centered around six areas for making a measureable impact in the lives of people. They are:

- Preparing Youth for Success
- Supporting Affordability and Livability
- Addressing Homelessness
- Promoting Public Health
- Responding to Gender-Based Violence
- Promoting Healthy Aging

I am excited to share some of our results from 2016 in this annual report which is a reflection of my colleagues in the department and in the community. This includes the 11,000 older adults who were able to stay in their own homes as a result of support from our case management program. It includes the hundreds of youth who had a chance to work and learn professional skills and responsibility first-hand through the Summer Youth Employment Program. And it includes the more than 500 individuals in our

community who are living without stable housing who were able to access critical healthcare services.

Reflecting on the "how" reminds us that we all need help at one point or another in order to be our best. During this past year, HSD made a priority of doing things that were intended to help us with our "how." We were selected as one of the sites for the Harvard Kennedy School Government Performance Lab, and used this experience to design a new approach for performance-based contracting. In addition, we began to explore ways to use a Power and Fiscal Analysis process. This process is a tool that facilitates transformational change by placing individuals and families at the center of all considerations, so that as an institution, we begin to operate as a learning environment focused on undoing oppression. And we found ways to develop and deepen our skills and abilities as results leaders through training and communities of practice. These three examples are things we did to take refuge in the "how," and have become part of our foundation for moving forward.

Progress rarely happens quickly, nor does it follow a straight or simple path. And yet despite that reality, there is something powerful and beautiful about being in the struggle, working together towards a reality where families and communities are able to be healthy and whole. That is what continues to inspire me, after almost 20 years in this profession, to remain committed to seeking the better "how." I thank Mayor Murray, members of City Council, and our community for their support and trust. Onward.



Catherine Lester
Director, Human Services Dept.



“HSD is continuously evaluating and improving programs and services to ensure we support the best and promising practices for the people we serve.”

About HSD




HSD MISSION: *To connect people with resources and solutions during times of need so we can all live, learn, work, and take part in strong, healthy communities.*

Seattle Human Services Department

is one of the largest contributors to Seattle's safety net, investing \$105 million in 2016 in community-based organizations that provide services to support vulnerable neighbors and communities.

The department's role as a planner, grant-maker, and direct service provider is possible based on the work of more than 300 staff. HSD works closely with partners throughout the various communities that make up the City of Seattle. This partnership enables the department to understand the current and emerging human service needs. The department works closely with other municipal, state, and federal governments, non-profit agencies, public and private funders, and academia, and supports efforts to achieve an integrated regional human service system in the Seattle community.

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Department Values:

- Results and Racial Equity
- Stewardship
- Employee Experience
- Innovation

✂ AT A GLANCE: 2016 ACCOMPLISHMENTS

9,548

individuals served by Family Resource Centers

▶ **See page 6,**
Preparing Youth for Success

778,692

emergency meals served to low-income and homeless individuals

▶ **See page 8,**
Supporting Affordability and Livability

1,210

outreach visits made to the homeless population in unsanctioned encampments to provide referrals for housing, case management, substance abuse, and mental health assistance

▶ **See page 10,**
Addressing Homelessness

12,505

Senior Center participants

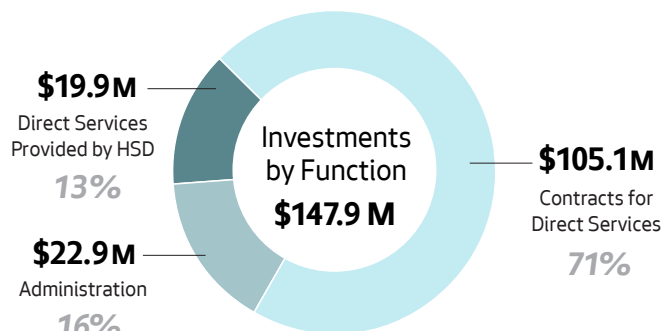
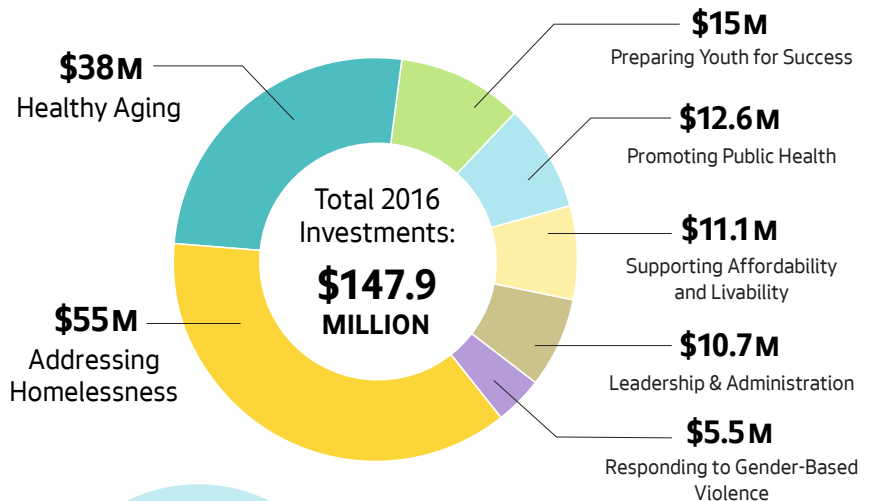
▶ **See page 16,**
Healthy Aging

ON THE WEB



HSD 2016 Investments

There are six key impact areas in which HSD is focusing its funding, grantmaking, and direct services. For the purposes of this report, individual program investments may be combined from multiple city, state, and federal accounts that have been identified in support of these six impact areas. Other city reports may account for this funding by other names. The projects listed on individual pages are representative, and do not necessarily total the entire amount listed.



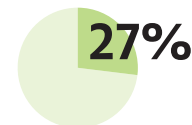
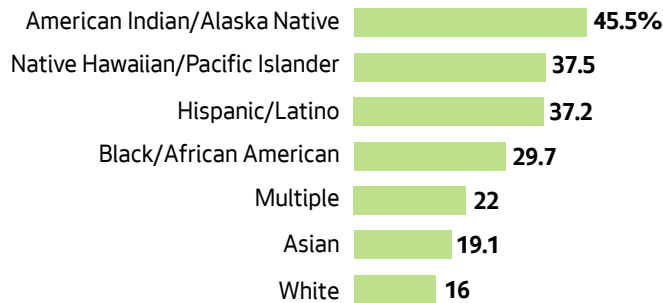
Preparing Youth for Success

Supporting Youth as They Transition to Adulthood

→ THE ISSUE

While citywide unemployment is at a low three percent, youth unemployment remains near 13 percent, and is more than double that rate for African American youth. Additionally, Multiracial and White Seattle students are more likely to have a trusted adult to talk to than Black/African American, Asian, Native Hawaiian/Pacific Islander, or Hispanic/Latino students. Children and youth are better prepared to thrive when they are supported by their families and community, have access to quality education and healthy development, and when their families are economically stable. Through strategic investments in these areas - affordability, employment, education, community safety - HSD works to improve youth outcomes and address racial disparities.

Seattle Public School students who did not graduate on time
(by Race/ethnicity, 2015-16 school year)



Percentage of Seattle Public School students in the 8th, 10th, and 12th grades don't have a trusted adult they could talk to about something important.

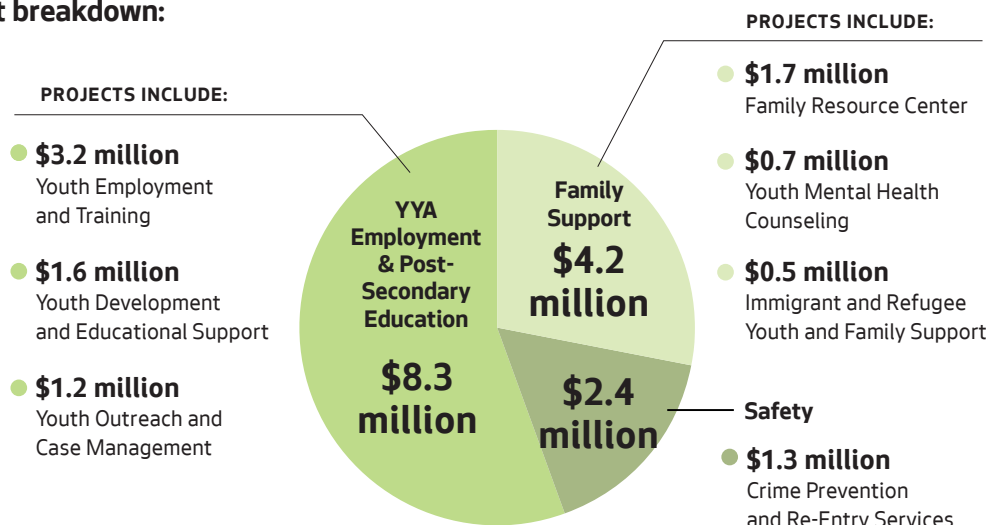
1 in 12



Approximate number of young adults (ages 16-24) in Seattle who are neither working nor in school.

→ INVESTMENT TOTAL: \$15 million

Investment breakdown:



ON THE WEB

→ IMPACT

Seattle Youth Employment Program

The Seattle Youth Employment Program (SYEP) supports participants, ages 16-24, in the work world through employment learning opportunities. These internship opportunities, aimed at meeting the needs of underserved youth and young adults, promote work readiness and strengthen career development. SYEP focuses specifically on youth and young adults who face the biggest barriers by partnering with community-based organizations to provide additional support in all aspects of life.



670

young people served through SYEP

Summer Food Service Program

The Summer Food Service Program is funded through a USDA grant that helps provide healthy meals in the summer to approximately 5,000 low-income children and youth ages 1-18. In 2016, there were 103 community sites, including eight in South King County (i.e. White Center, Skyway, and Tukwila).



230,130

Summer Food Service meals served

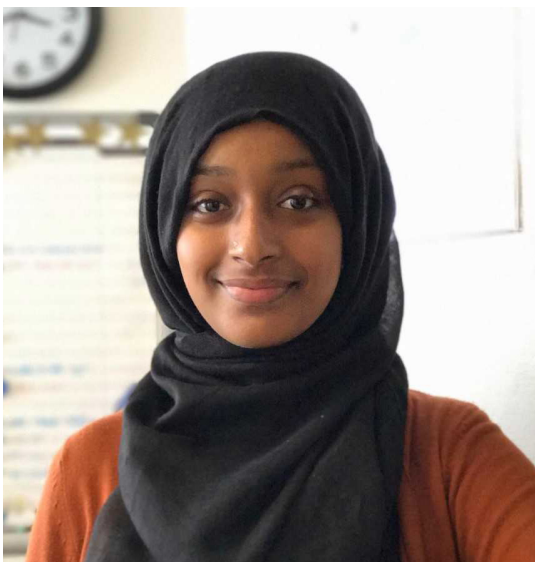
Summer Opportunity Fund

The Summer of Opportunity Fund, in partnership with the Department of Neighborhoods, was a first-time pilot that invested \$75,000 in innovative, grassroots projects that sought to address higher rates of youth violence during the summer months. Five grants were awarded to grassroots organizations at \$15,000 each. Projects addressed education, employment, justice, violence prevention, and/or health. All projects were chosen for their cultural and linguistic relevance to the community served, and were led by volunteers or staff that reflected the communities of the participants.

85

East African/Black men successfully participated in leadership development projects and/or obtained full-time employment

Impact Story



Hawa Said is an 11th grade Running Start student at Garfield High School. She began her first internship experience as an Administrative Assistant for the Human Services Department (HSD) in the summer of 2016. She immediately excelled at her internship by providing excellent customer service, responding to office needs, and hosting office guests. She also helped manage files, entered data, and assisted with payroll processes. Hawa's site supervisor said she excelled because she was, "dependable, detail-oriented, well organized, and takes initiative." Hawa has been able to transfer these skills to her personal and academic life. "I've become better at managing my [school] assignments and more comfortable communicating with other people," she told SYEP recently. After graduating, Hawa plans to study law and aspires to be a personal investigator or attorney.

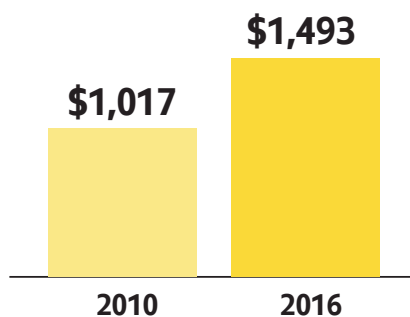
Supporting Affordability and Livability

Helping People Throughout Seattle Meet their Basic Needs

→ THE ISSUE

Seattle's population has increased from 608,660 in 2010 to 687,300 in 2016, a 12.9% increase. With that increase has come pressures on housing costs and transportation, while individuals have also seen increases in daily expenses like food, medical costs, and utilities.

Average rent in Seattle:



▲ The average renter in 2016 paid an extra \$476 a month compared with 2010.



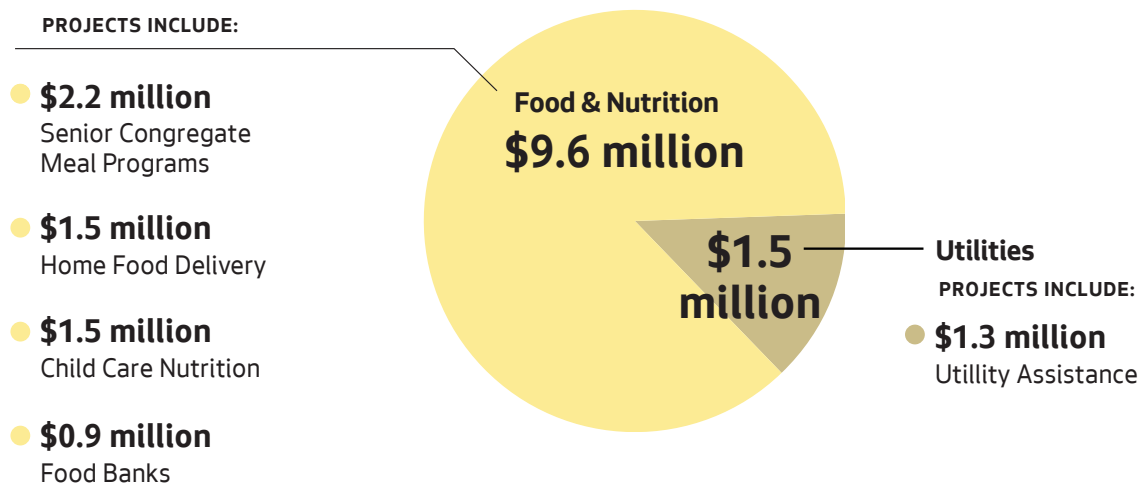
Percentage of Seattle renters who have a high housing cost burden (they spend 30% or more of their income on housing).



Percentage of adults in Seattle that experience food insecurity (i.e. in the last 12 months, their food "sometimes" or "often" did not last and they didn't have money to buy more).

→ INVESTMENT TOTAL: \$11.1 million

Investment breakdown:



ON THE WEB

➔ IMPACT

Utility Discount Program

The Utility Discount Program (UDP) offers eligible customers a 60% discount on their Seattle City Light bill and a 50% discount on their Seattle Public Utilities bill. UDP is available for income-qualified residential households where the income does not exceed 70% of the Washington state median. The discount often means the difference between keeping the utilities on and losing them, which can have a negative impact on sustainable living for families and individuals.

30,143

households participated in the Utility Discount Program, double its previous year's participation

5,623

customers received vehicle-license fee rebates



Congregate Meal Program and Home Food Delivery

The congregate meal programs help meet the dietary needs of adults 60 years and older by providing nutritionally sound meals in a group setting, while providing nutrition education, and social and fitness activities. HSD also contracts with community-based organizations to provide home-delivered meals for older persons who are unable to leave their homes to shop or prepare nutritious meals.

372,503

congregate meals served to 12,600 individuals

Food Banks

HSD funds 15 food banks in Seattle that ensure all residents have access to healthy food. Food banks provide critical support for low-income families, seniors, homeless individuals, and those in crisis. City funding supports operating expenses, as well as food purchased by Food Lifeline to distribute nutritious and protein-rich food on a weekly basis.

146,522

households receive groceries from food banks to help meet their nutritional needs

778,692

emergency meals served to low-income and homeless individuals

Impact Story



Unforeseen circumstances led Deborah to the Utility Discount Program six years ago. In July of 2016, Deborah reached out to the Utility Discount Program team to thank them for their excellent customer service during her time of need. According to Deborah, the UDP program has had a positive impact on her life and has allowed her to live her life with dignity and remain independent.

Addressing Homelessness

Working So That All People in Seattle Are Sheltered

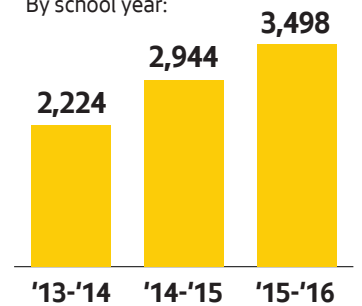
➔ THE ISSUE

Seattle is third in the nation behind New York and Los Angeles in housing those who are homeless. But the one-night homeless count has increased each year. Many factors contribute to high rates of homelessness in Seattle, including historic underfunding of mental health and chemical dependency treatment services, foster care, criminal justice institutions, rising costs of housing, slow wage growth, and an affordable housing stock far below demand. Not everyone has benefited equally from the economic recovery, and economic and racial inequalities persist.



Homeless students attending Seattle Public Schools

By school year:



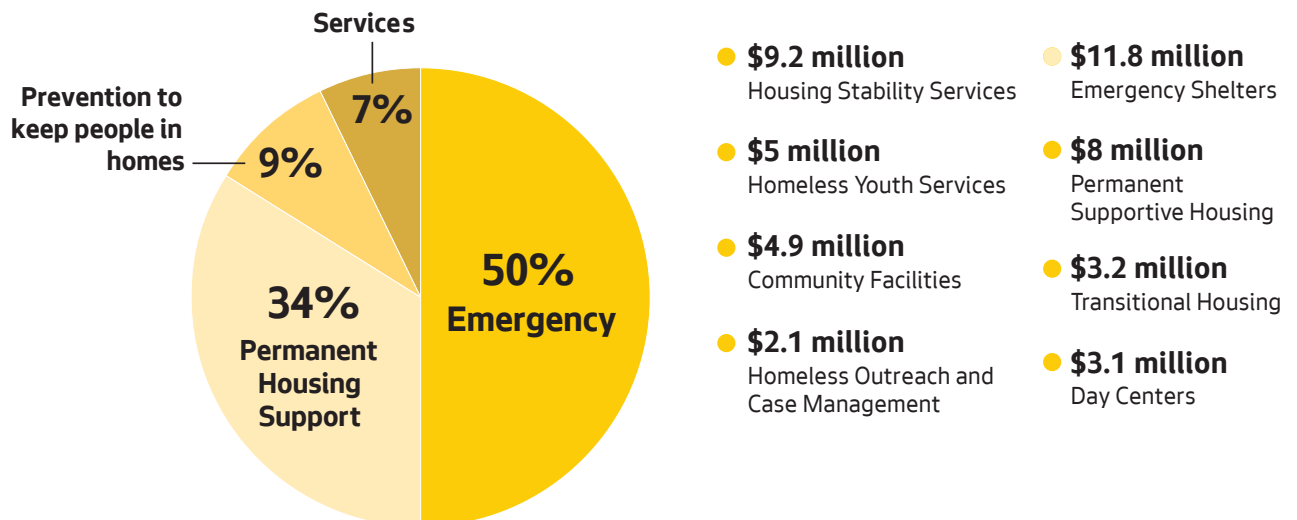
▲ Homeless students attending Seattle Public Schools increased 19% between the 2014-15 and 2015-16 school years

Homelessness disproportionately impacts people of color when compared to their representation in the population overall.



➔ INVESTMENT TOTAL: \$55 million

Investment breakdown:



ON THE WEB

➔ IMPACT

Pathways Home Initiative

In response to recommendations from two national consulting firms with expertise in homeless system evaluation and reform, HSD developed the Pathways Home Initiative. The plan's key principles are to increase accountability, expand performance-based contracting, shift the focus of City investments to achieve exits from homelessness, and expand enhanced service models to better meet the individualized needs of people who are living unsheltered.



6,128

exits to permanent housing throughout King County

Comprehensive Homeless Needs Assessment

HSD contracted with Applied Survey Research to talk with 1,050 unsheltered individuals in November 2016. They surveyed people living on the streets, in encampments, and in public shelters to further understand their situations and needs, and to better inform the City's responses with its partners. This is the largest survey of homeless people conducted to date by the City.

41%

of survey respondents experiencing homelessness reported they were employed full-time, part-time, or seasonally

Funder Alignment

In 2016, HSD signed a Memorandum of Understanding (MOU) with All Home, King County, and United Way of King County committing to a shared set of performance measures for the agencies they fund with the vision of homelessness as rare, brief, and one-time in our community. The MOU became a way to align the community priorities across the entire network, and tie funding to outcomes that improve the effectiveness of the system.

5 impact areas

- Exits to Permanent Housing
- Average Length of Stay
- Returns to Homelessness
 - Homeless Entries
 - Utilization Rate

Impact Story



Melanie had hit rock bottom before she joined YouthCare's Tile Project, a training program in which youth earn minimum wage as they create art. She had been working as a nanny, making good money. Then she got really sick. She lost her job, and because she lost her job, she lost her apartment. She didn't know what to do with herself. Then she came across YouthCare and the Tile Project. She told herself to give it a try and her earned paycheck would help her get back on her feet. But, it turned out that the paycheck isn't the only thing that she really needed. It was the support and the environment that really made her show up every day. The Tile Project was an opportunity to really see herself in a different light and environment. It made her feel good. Several case managers worked together and constantly encouraged Melanie to keep going, which helped her move forward into self-sufficiency. She is now in her own apartment, and back on the path she worked so hard to find.

Promoting Public Health

Providing Opportunities for Seattleites to Live Healthier Lives

→ THE ISSUE

Medical and mental health costs are rising for everyone in the U.S. While the Affordable Care Act has helped the uninsured rate in King County drop by more than half, the 2008-2012 Census data shows that people of color, particularly Hispanic/Latino populations, remain without insurance to cover health-related expenses. Working with Seattle-King County Public Health, HSD is working to ensure that the City's most vulnerable residents, including those who are victims of domestic violence, homeless, and those with alcohol and drug use disorders, receive access to care.

↓ **54%**

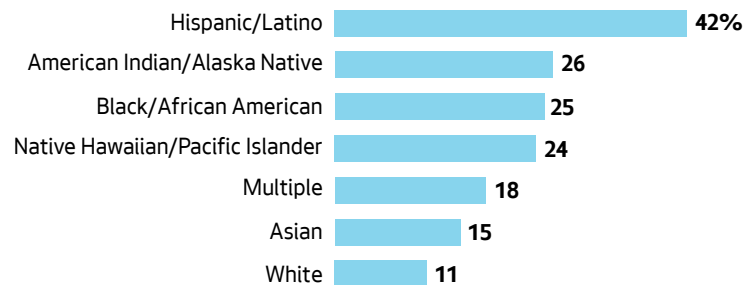
drop in the uninsured rate in King County from 2013 since the implementation of the Affordable Care Act

Affordable Care Act Impact:

Since the passage of the ACA in 2014, King County residents have seen benefits:

- The number of uninsured working-age adults has dropped by 54 percent since 2013, to just 7.7 percent, the lowest level ever recorded
- The uninsured rate for children has also reached an historic low of 1.6 percent
- The uninsured rate for African Americans dropped by nearly two-thirds, from 27 percent to 10 percent

Adults in King County who do not have health insurance (by Race/ethnicity, 2008-2012 data)



14%

percentage of adults living in Seattle who go **without healthcare treatment** due to costs

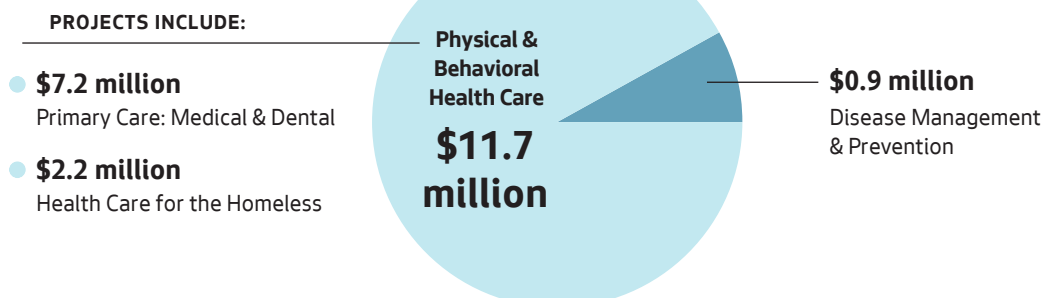


44%

preventable hospitalizations in King County attributed to those **75 and older**

→ INVESTMENT TOTAL: \$12.6 million

Investment breakdown:



ON THE WEB



→ IMPACT

Community Health Services

Seattle-King County Public Health is a combined City of Seattle and King County department that serves to protect and improve the health and well-being of all people in the city and county, as measured by increasing the number of healthy years that people live and eliminating health disparities. Through HSD, the City invests in enhanced public health services by funding community health safety-net clinics, health care services for people living homeless, access to treatment for those with a mental health and/or substance use disorder, and disease prevention, particularly the spread of HIV and other bloodborne pathogens.

177,865

primary care medical visits provided to low-income individuals

103,743

dental visits provided to low-income individuals

Mobile Medical Van

Launched in 2016, the Mobile Medical Van program provides basic medical care and social services to homeless individuals and families living in Seattle and South King County. They reach out to homeless people, assist them in applying for public medical insurance such as Medicaid, help them to find an ongoing primary care clinic, and link them to other community health services. The van is owned and staffed by Seattle-King County Public Health.



583

individuals received medical care through the Mobile Medical Van

Opioid Task Force

Due to the growing crisis of heroin and prescription opiate addiction in our community, a City-County task force was convened in March to make recommendations about prevention, treatment, health services, and overdose prevention. They made a total of seven recommendations: Raise awareness of adverse effects of opiate use; Promote safe storage and disposal of medication; Leverage and augment existing screening practices; Create access to buprenorphine; Develop treatment on demand; Expand distribution of naloxone; Establish at least two community health engagement locations.

436

individuals received care from a mental health or chemical dependency specialist through the Mobile Medical Van

Impact Story



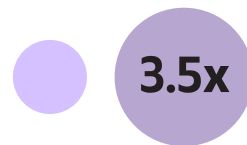
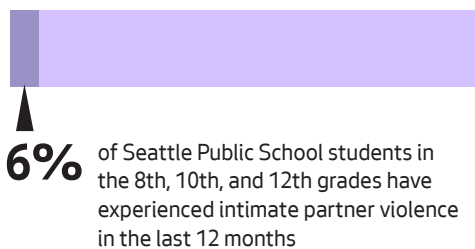
Grigory is a husband, a father, and a Hepatitis C carrier. Political events in his native country brought his family to the United States. They had to leave everything behind, including a business and friends. Grigory has a new baby and a son with special needs. Both children are enrolled in Washington Apple Health, while he and his wife have enrolled in a qualified health plan with help from an International Community Health Services community outreach worker. Her knowledge and ability to speak Grigory's native language have been a lifesaver. For the first time since he immigrated, Grigory has health insurance, which is essential in managing his health condition. He and his family now have security as they work to build a new life in a new country.

Responding to Gender-Based Violence

Assisting All People in Seattle to be Free from Gender-Based Violence

→ THE ISSUE

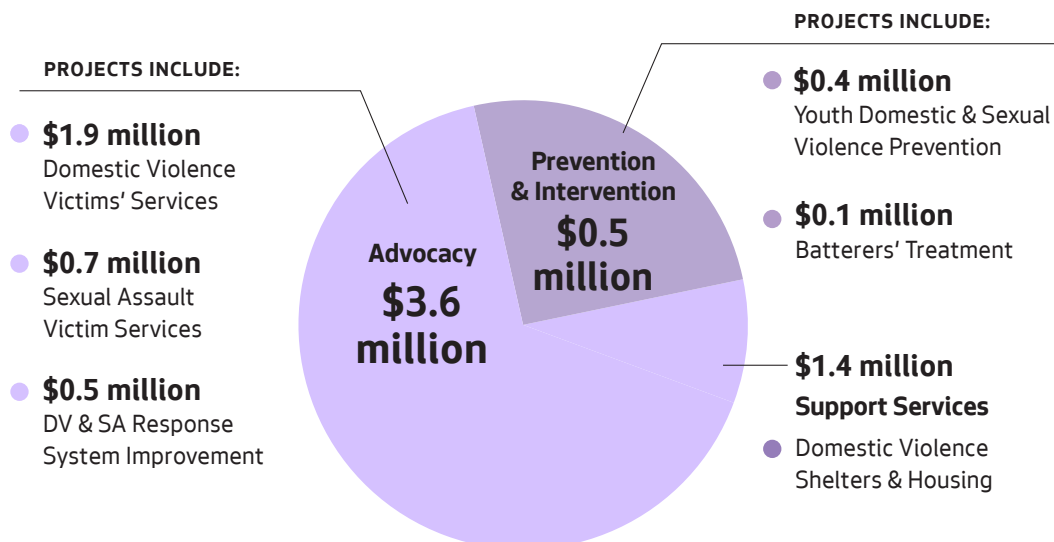
Every nine seconds, a woman in America is assaulted or beaten, according to the National Coalition Against Domestic Violence. One-third of women have been a victim of physical brutality by an intimate partner, the group also reports. Programs in the community are needed to provide education on high school and college/university campuses to young women and men before they become victims; assist clients beyond domestic violence to include support for survivors of sexual assault and commercial sexual exploitation; enhance the criminal justice and victims' response systems; and increase offender accountability.



Although domestic violence affects people of all backgrounds, women of color are up to 3.5 times more likely to be murdered because of domestic violence than white, non-Hispanic women

→ INVESTMENT TOTAL: \$5.5 million

Investment breakdown:



ON THE WEB

➔ IMPACT

Improving criminal justice response to gender-based violence

In 2016, HSD collaborated with system partners (i.e. Seattle Police Department, Seattle Municipal Court, Seattle City Attorney's Office, and the King County Prosecuting Attorney's Office) to identify and implement new and/or enhanced systems to improve victim/survivor identification, victim/survivor support, and to hold offenders accountable. Such projects were made possible through the federal Office on Violence Against Women, and include the King County protection order firearms workgroup effort, B-SAFER assessment tool development and implementation for SPD, and the development of anti-bias training for law enforcement in King County.



735

hotline callers assisted with accessing advocacy services for Limited English Proficient domestic violence survivors

Improving victim service support

Through additional funding support from the Seattle Mayor's Office and Seattle City Council, HSD was able to expand mobile and flexible client assistance and support to serve all victims of gender-based violence. This expanded mobile flexible funding and assistance goes beyond domestic violence to include sexual assault and commercial sexual exploitation. Survivors who access City of Seattle-funded programs are able to meet clients where they are at. The additional funding support has been instrumental in maintaining safety and stability for victims/survivors and their families.

4,176

survivors received domestic violence, sexual assault, and/or commercial sexual exploitation and survivor services

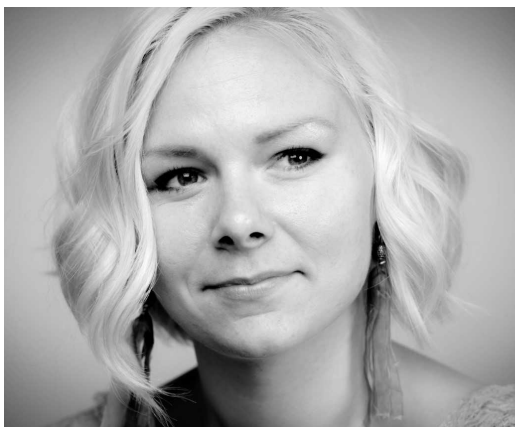
"Do One Thing"

In 2016, HSD/Mayor's Office on Domestic Violence and Sexual Assault challenged representatives of City of Seattle departments, King County criminal justice system, and community non-profits to "Do One Thing" to address gender-based violence. Here are some of the projects they undertook: A "Peace in the Home" campaign including a helpline in 14 languages, billboards, and outreach at community fairs and events; enhanced training for Seattle Police and Fire Departments; a planning group to address protection orders and firearms forfeiture; and an anti-violence block party.

320

survivor households received in-person legal consultation to improve safety and/or financial status for themselves and their children

Impact Story



"The Organization for Prostitution Survivors has been instrumental in my emotional, mental, and financial rehabilitation. I was provided with a supportive environment, leadership training, mentorship, and full-time employment. This support has directly resulted in:

- Maintaining long-term recovery (4 years clean).
- Enrolling in post-secondary education.
- Successfully exiting commercial sexual exploitation for 4.5 years.
- Completing trauma therapy.
- Obtaining and maintaining full-time employment.
- Obtaining and maintaining stable housing.
- Finally feeling valued, humanized, supported.

I have broken free of active addiction, homelessness, and domestic violence. I feel empowered and capable today."

– **Kyra Doubek** is a sex trafficking survivor and advocate with the Organization for Prostitution Survivors, a local grassroots non-profit organization founded by survivors to support survivors of commercial sexual exploitation.

Promoting Healthy Aging

Helping Older Adults Experience Stable Health and Age in Place

➔ THE ISSUE

As "baby boomers" age, they are contributing to a wave of growth that's expected for King County's population age 60+. Seattle aims to be a great place to grow up and grow old. A healthy, vibrant, and inclusive city ensures that people are able to remain active and engaged in their communities throughout their lifetimes and across generations.



830,000

caregivers in Washington are providing over **\$10 billion of uncompensated care**

\$10 million

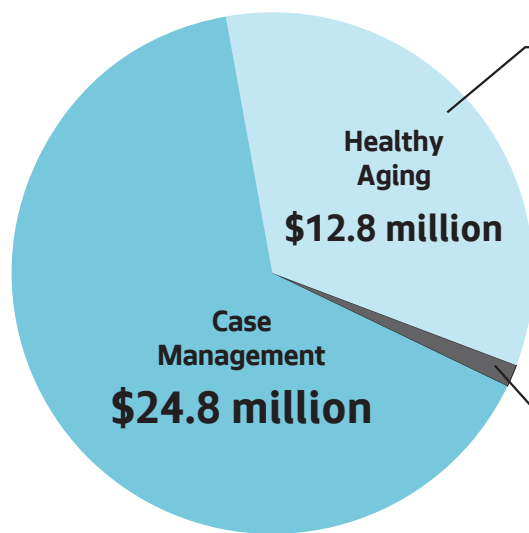
the estimated **decrease in burden** to the Medicaid long-term care system per year in Washington State, due to services provided by **family caregivers**

36%

of King County seniors report **limited activity** due to chronic health problems

➔ INVESTMENT TOTAL: **\$38 million**

Investment breakdown:



PROJECTS INCLUDE:

- **\$3.9 million**
Family Caregiver Support Programs
- **\$2.5 million**
Community Living Connections
- **\$1.6 million**
Senior Centers
- **\$0.5 million** Mayor's Office for Senior Citizens
 - Information & Assistance for Seniors
 - Senior Employment

ON THE WEB

➔ IMPACT

Community Living Connections

An extensive network of community partners ensures that older adults, people with disabilities, and the people who care for them have access to resources and information when and where they need it. Full implementation of a new service delivery model was achieved in 2016.

Age Friendly Seattle

In 2016, the City of Seattle joined the national AARP Network of Age-Friendly Communities, gaining access to resources and information on age-friendly best practices, assessment and implementation models, and experiences of towns and cities around the world.

Case Management Program

HSD case managers authorize and coordinate in-home care services for frail low-income seniors and adults with disabilities who would otherwise be served by expensive nursing home facilities. HSD's Case Management Program is an integral part of Washington State's nationally-recognized system of person-centered care and innovative service delivery models.



11,018 people receive long-term case management each month directly from HSD staff



Senior Center 2016 progress

12,505

Senior Center participants

9,031

scheduled social activities offered at Senior Centers

7,419

care coordination and support groups offered at Senior Centers

5,861

health and wellness opportunities offered at Senior Centers

96%

feel they are more able to maintain their independence (Senior Center survey)

Impact Story



Leo is a 72-year-old whose primary diagnoses are alcohol abuse and glaucoma. He recently had his caregiver hours increased from 47 to 122 hours a month, which provided 4 to 5 days of caregiving support. The HSD case manager was able to buy Leo some kitchen items, which has given Leo access to regular meals. His increased support provided access to physical therapy for better mobility and health, and he has dramatically reduced his alcohol intake. Prior to the increased support, Leo was regularly relying on 911 and emergency room visits, and now this has almost completely stopped, as he is much more stable.



Thanks

Thanks to the more than 300 staff members of the Human Services Department who make a difference everyday.

Special thanks to the HSD Executive Team:

Audrey Buehring, Deputy Director of Administrative Operations
Jason Johnson, Deputy Director for Services and Strategy
Katherine Jolly, Director of External Affairs and Communications
Jane Klein, Senior Executive Assistant
Terry McLellan, Human Resources Director
David Sarju, Deputy Director for Services & Strategy (Interim)

Special thanks to the Senior Leadership Team

Jenifer Chao, Strategic Advisor
Krista Diaz, Contract Compliance Officer
Max Fields, Information Technology Director
Deborah Harris, Administrative Specialist
Maureen Linehan, Aging & Disability Services Division Director
Charles Liyab, Budget Director
Susan McCallister, Strategic Advisor on Funding Processes
Ali Peters, Data Supervisor
Lan Pham, Manager of the Mayor's Office on Domestic Violence & Sexual Assault
Jeff Sakuma, Strategic Advisor on Health Integration
Tiffany Washington, Youth & Family Empowerment Division Director
Jill Watson, Strategic Advisor on Emergency Management and Preparedness

Thanks to the staff for the preparation of this report

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