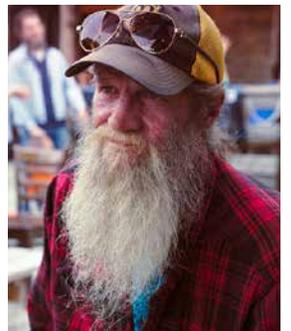


Human Services Department

2018 REPORT TO THE COMMUNITY

Jenny A. Durkan
Mayor

Jason Johnson
Acting Department Director



Seattle
Human Services

Equity • Support • Community

A Message from Our Director



2018 was a remarkable year! There are changes at the national level that we are trying to stay current on— many of which are making our work locally that much more critical. And changes here at the City have also had an impact on our work. We elected a new mayor, prepared for changes in the HSD directorship, and experienced growth in our budget and staff, as well as changes to some long-standing programs.

Instead of letting it slow us down, we focused on the work and our department's core values of racial equity, results, stewardship, innovation, and our collective experience as employees. Together we accomplished much. I want to highlight a few items from the year that I think we all should celebrate:

- **Racial Equity** – 211 staff attended race and social justice training and/or Undoing Institutionalized Racism training.
- **Results** – We conducted six funding opportunities investing more than \$11 million in community-based organizations.
- **Stewardship** – We had zero audit findings; we tripled the number of contracts executed on time; and we put all our financial and funding policies online for the public to access.
- **Innovation** – We have an indicator library available to staff who need population level data to help identify the disparities we address with our funding.
- **Employee Experience** – 200+ staff were trained in Results-Based Leadership and Facilitation; and HSD leaders completed a year-long Community of Practice to build skills to be better supervisors.

That's just a fraction of our informal work in 2018 – there were direct services provided, important convenings with stakeholders, expertise offered, and investments managed daily that have been core to a successful year. There's certainly always more to do, and we rolled straight into an ambitious work plan in 2019. I thank all of our staff and our community partners for your work that makes our community stronger and Seattle a better place to live. You'll see this work and its impact described in this 2018 Annual Report.

Take care,

A handwritten signature in blue ink that reads "Jason Johnson".

Jason Johnson

About Seattle Human Services

The Human Services Department is one of the largest contributors to Seattle's safety net, investing more than \$130 million in community-based organizations that support our neighbors and communities and another \$23 million in direct services. More than 350 staff make the department's role as a grantmaker, planner, and direct service provider possible. HSD partners with stakeholders throughout the community. The department strives to effectively steward public dollars by investing in strategies, programs, and services that work for the community, promote innovation in service delivery, and advance racial equity.

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.

OUR MISSION



Key Impact Areas

1

Preparing Youth for Success

- 14,668 individuals served by Family Resource Centers
- 363 youth placed in internships through the Seattle Youth Employment Program

2

Responding to Gender-Based Violence

- 4,989 survivors received domestic violence, sexual assault, and/or commercial sexual exploitation advocacy services
- 696 Limited English Proficient (LEP) hotline callers were assisted with accessing advocacy services

3

Supporting Affordability & Livability

- 5,398 customers received vehicle-license rebates
- 1,290,775 emergency meals served to low-income and vulnerable populations

4

Promoting Healthy Aging

- 385,030 congregate meals served to 12,451 individuals
- 536,735 home-delivered meals served to 2,593 individuals
- 15,956 people contacted Community Living Connections

5

Promoting Public Health

- 627 individuals received medical care through the Mobile Medical Van
- 106,363 dental visits provided to low-income and vulnerable populations

6

Addressing Homelessness

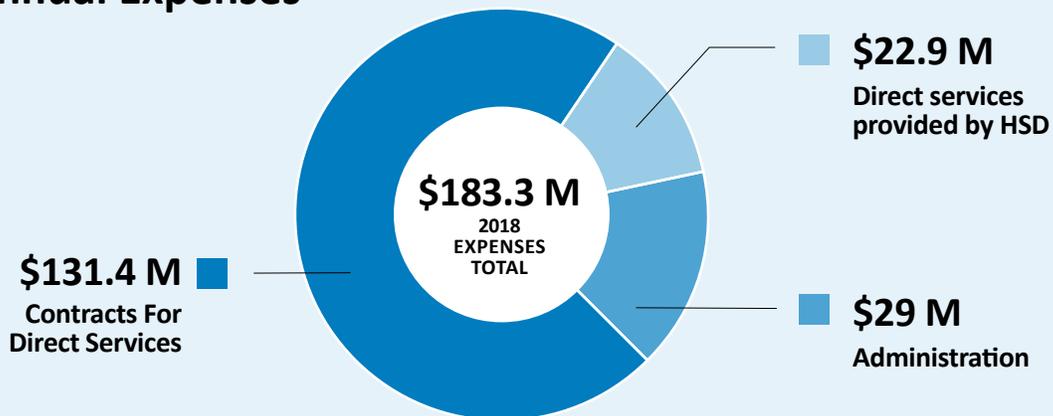
- 25,420 households received homeless services
- 4,227 households moved from homelessness to housing or prevented from becoming homeless

Budget

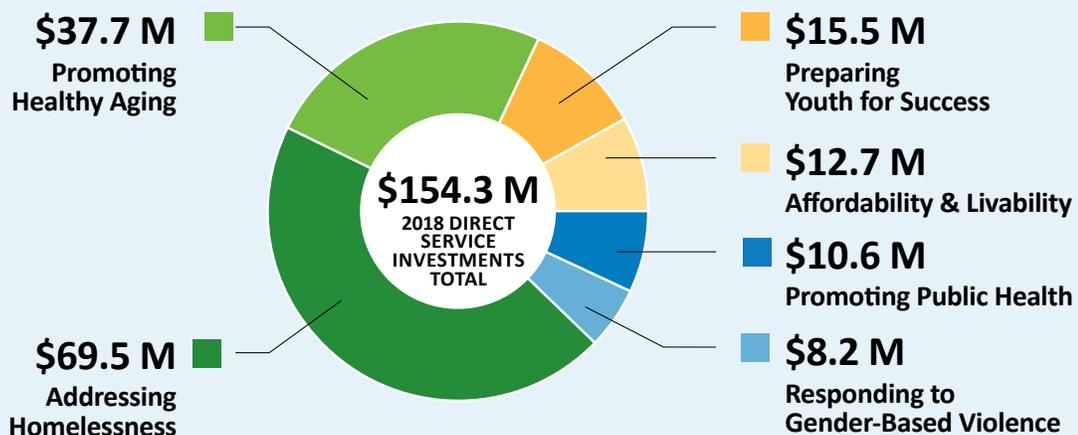
Serving Community. Achieving Results. Stewarding Resources.

HSD focuses its funding investments, grantmaking, and direct services in six key impact areas. 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.

Annual Expenses



Direct Services Investments



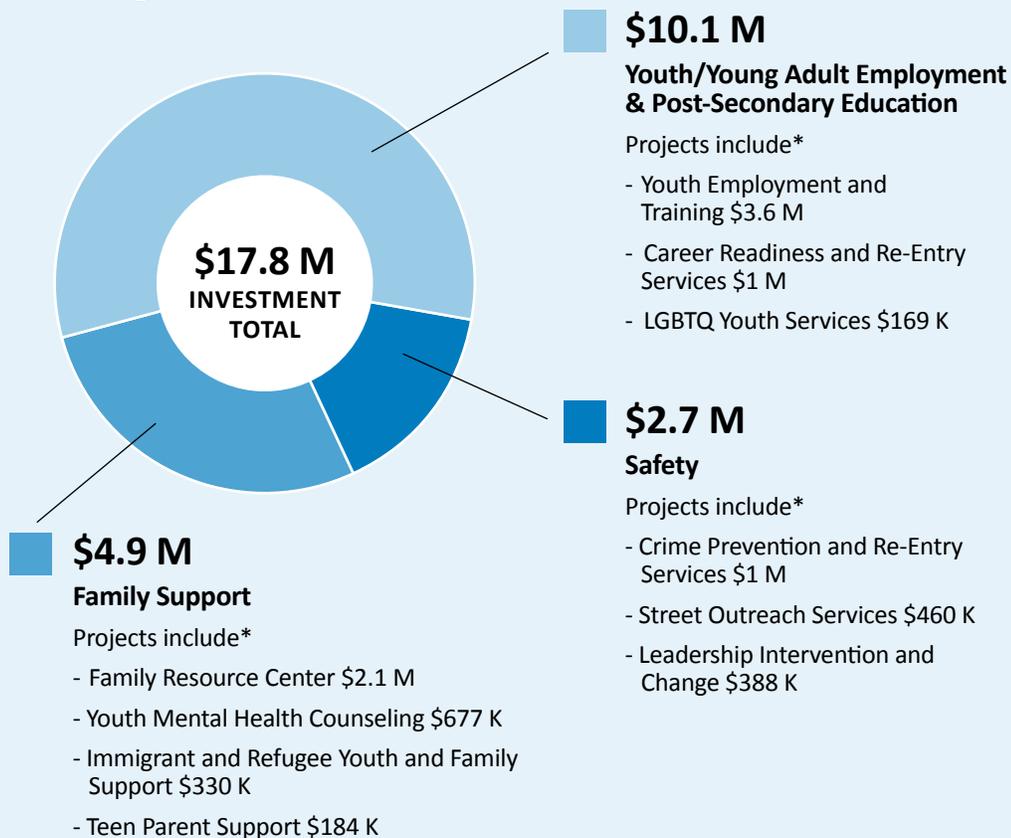
**These numbers represent services only, and not any administrative support functions in the six impact areas*

Preparing Youth for Success



HSD's Youth and Family Empowerment (YFE) Division supports positive youth and family development through strategic investments in employment opportunities, mentoring and educational support, affordable living, family support, food and nutrition, safety, and behavioral and mental health programs. We are committed to ensuring all Seattle youth are prepared for the future regardless of race, income, immigration status, or neighborhood.

2018 Budget



**Projects mentioned do not reflect all services funded for this impact area.*

New Internship Opportunities

During the Seattle Youth Employment Program’s new six-week Summer Cadet Internship Program, 16 youth learned skills that are needed to become a Seattle firefighter. Cadet interns wore uniforms and earned patches for skills such as ladder operations, fire suppression techniques, and use of breathing apparatus learned through a combination of classroom lessons, site visits, and hands-on training. Each cadet went through a physical ability test, which entails 1) hose lift, 2) ladder carry, 3) tower climb, 4) equipment hoist, and 5) hand grip. Lessons were provided by Seattle firefighters who co-supervised and led discussions.



2018 Opportunity Fund

HSD invested \$280,000 in small grants to 11 agencies that work with youth/young adults of color ages 12 to 24 through innovative, community-based services. Funds supported a theater program for American Indians/Alaskan Natives, a program for Black/African American girls to develop entrepreneurial skills by creating natural care products to sell in the marketplace, and a program to use videography/photography skills to develop marketing materials for the Rainier Beach Neighborhood Food Innovation District. This RFP provided the opportunity to support small agencies with training and technical assistance in the hope of increasing their capacity to apply for and receive funding through HSD’s larger RFPs in the future.

Supporting Academic Achievement



The Youth and Family Empowerment Division received another US Department of Education Upward Bound federal grant to build on a remarkable 40-year track record of helping low-income, first-generation students complete high school on time and get in to the college of their choice, by emphasizing STEM (Science, Technology, Engineering, and Math) learning opportunities.

Out-of-state colleges are out of reach for many Seattle high school students, but 13 Upward Bound students earned the opportunity to visit four California-based campuses: University of Southern California (USC), University of California Los Angeles (UCLA), Harvey Mudd, and CalTech.

Students experienced campus food, visited a dorm, and explored surrounding neighborhoods. They got to learn about the available social and financial resources and hear first-hand from a USC senior—a Rainier Beach High School grad—about how to navigate, survive, and thrive when living in an out-of-state campus environment.

IMPACT

Developing Future Job Skills



This year 363 interns were connected to paid internships with nearly 75 employers, including 19 City of Seattle departments, nonprofit organizations, and private companies.

In 2018, over half of the youth identified as Black/African American, 29% identified as Asian, 7% identified as Hispanic/Latinx, and 57% identified as female. The program seeks to create equitable pathways to success through educational supports, wraparound services, and job opportunities to develop skill sets for the future.

Each internship placement provides unique opportunities for participants. In this year's cohort, six young men of color from Garfield and Cleveland High schools interned with Seattle-King County Public Health to develop health education and outreach materials for youth suicide prevention and to help reduce risk factors youth face in their communities. In a presentation, the interns described their experiences in developing suicide prevention curriculum, educating their peers, and learning about career options in the Public Health sector.

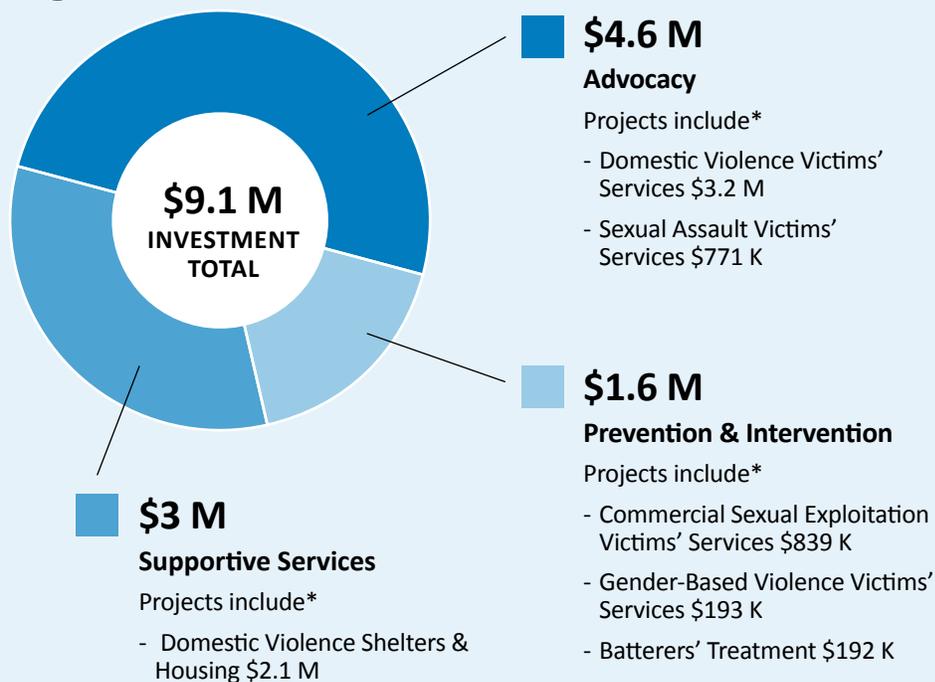
The Seattle Youth Employment Program (SYEP) provides paid internship opportunities for youth and young adults in our community—with a focus on young people from lower-income households, and communities that experience racial, social, and economic disparities. Participants in the program represent the rich diversity of our city.

Responding to Gender-Based Violence



HSD's Mayor's Office on Domestic Violence and Sexual Assault (MODVSA) serves as a funder, convener, partner, and thought leader in the field of gender-based violence. In 2018, MODVSA continued its work to evaluate the effectiveness of domestic violence treatment programs and conducted a \$6 million funding process for survivor services. MODVSA worked with City Council to pass a resolution in support of increased engagement with immigrant and refugee communities to respond to anti-immigrant initiatives and policies at the federal level and increasing fears that discourage communities from coming forward to report domestic violence, sexual assault, and other crimes. The team also planned a Denim Day event and successfully broadened support for Purple Thursday by encouraging staff throughout the City to wear purple in October. Even the Seattle Great Wheel wore purple in support.

2018 Budget



**Projects mentioned do not reflect all services funded for this impact area.*

City of Seattle Denim Day

On April 25, 2018, MODVSA coordinated the first-ever City of Seattle Denim Day Event attended by more than 60 City of Seattle employees and community partners. The campaign was originally catalyzed by an Italian Supreme Court ruling that overturned a rape conviction because the justices felt that the victim must have helped her rapist remove her tight jeans, thereby implying consent.

The following day, the women in the Italian Parliament came to work wearing jeans in solidarity with the victim. Since then, wearing jeans on Denim Day has become a symbol of protest against erroneous and destructive attitudes about sexual assault.



Advocacy Services

4,989 survivors received domestic violence, sexual assault, and/or commercial sexual exploitation advocacy services

Advocacy & Victims' Services

Mobile, flexible domestic violence and sexual assault advocacy is a national best practice that focuses on helping survivors and their children rapidly access new housing or retain current housing to maintain safety and stability. Mobile Advocacy provides assistance within survivors' chosen communities and uses a trauma-informed lens to respond to survivors' and children's needs.

MODVSA awarded \$6,433,578 to increase funding for 24 existing programs and added capacity for community services with 12 new programs as part of its Gender-Based Violence Victim Services RFP funding process for contracts beginning in 2019. Funded proposals include Mobile Advocacy, Shelter, and Therapeutic Services.

Pilot Project

In June, the Domestic Violence Intervention Project (DVIP) began its "soft launch." DVIP is a collaborative project aimed at improving outcomes for domestic violence batterers charged with a domestic violence misdemeanor by the Seattle Municipal Court. It is modeled after Colorado's "Differentiated Domestic Violence Offender Treatment," which aims to address offender risks, needs, and responsivity.



Purple Thursday

IMPACT**Finding Stability and Empowerment**

“Mark” was initially referred to The Salvation Army Community Advocacy Program (CAP) after his wife attacked him on the street while he was waiting to pick up his son after school. Mark identified major safety concerns as the abuse he experienced from his wife was escalating every day. Additionally, Mark knew that his son was traumatized by witnessing the violence against his father. Once Mark decided he no longer wanted to be in this relationship and needed to leave, he developed a comprehensive safety plan with his CAP Community Advocate, recognizing that the most dangerous time in a domestic violence relationship is when the survivor has decided to leave the relationship.

Mark expressed anxiety about finding stability for himself and his son because the most recent attack by his wife included her breaking his car’s windshield. Mark’s main source of income required him to have a safe and working car; until his windshield was fixed, he couldn’t work. Fortunately, CAP was able to offer him financial assistance for the repairs to fix his windshield, so he could get back to work and afford rent in a new and safe permanent housing unit. Additionally, he was able to drive his son to and from school safely again.

Mark was relieved by this assistance and found it played a significant part in his ability to find stability outside of this abusive relationship, and he was able to focus on his own trauma recovery. Mark’s CAP Advocate connected him with local counseling resources to process his trauma. Mark also decided to participate in the criminal case against his wife because he found that holding her accountable made him feel empowered and safer.

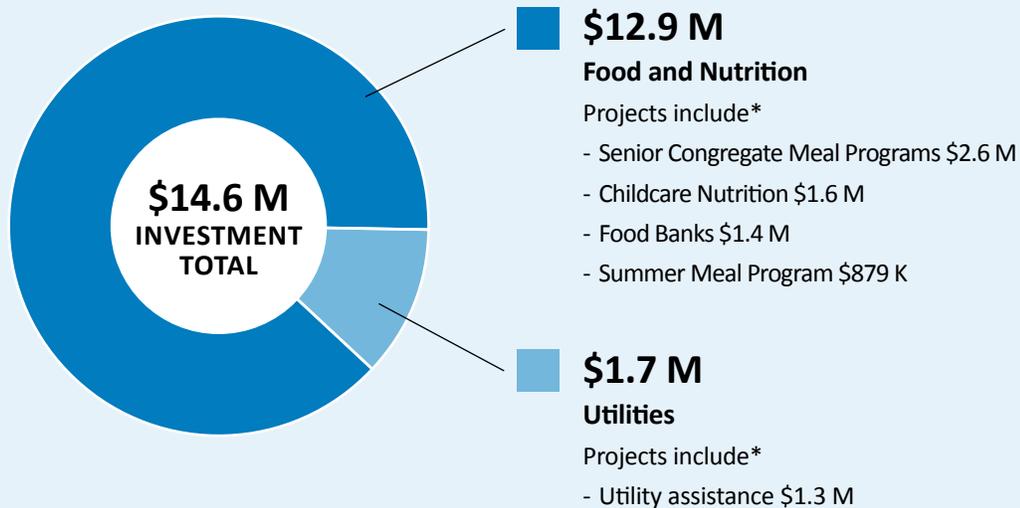
Supporting Affordability & Livability



Seattle's strong economy and job opportunities have fueled Seattle's rapid growth into the 18th most populous city, according to the U.S. Census. This growth has intensified pressure on many residents' ability to afford increasing costs in housing, transportation, utilities, and food. To create an inclusive and accommodating city for residents of all economic backgrounds, HSD offers programs that help to ensure all people living in Seattle can meet their basic needs.

Achieving financial empowerment for Seattle's working families requires bold action on many fronts. HSD is working to make Seattle more affordable for all by expanding the Utility Discount Program, raising the cost of living rate for human services providers staff, and ensuring access to healthy and nutritious foods for all residents.

2018 Budget



**Projects mentioned do not reflect all services funded for this impact area.*

Youth Food Programs

According to Feeding America's Map the Meal Gap project, 11.5% of people in King County experienced food insecurity in 2017; and Seattle Public Schools reports that for the 2018 school year 17,535 qualified for free or reduced cost meals.

The Summer Food Program helps to ensure that children and youth throughout Seattle enjoy uninterrupted access to healthy foods during the summer months, particularly those who rely on meals provided by their schools throughout the school year.



Summer Food Program

199,286 meals were served to Seattle children and youth in 2018



Supplemental Programs

1,290,775 emergency meals were served to low-income and homeless individuals in 2018

Food Program Expansions

Hunger impacts children, youth, families, single adults, and older adults across the city, with disproportionate impacts on our communities of color, lower-income residents, and households with children that are headed by single women or single men.

Economic barriers are often the reason many rely on City programs as their primary or supplemental food source. With the investment of funds from the Sweetened Beverage Tax, HSD was able to expand summer food and out-of-school meals for children and youth, increase the number of preschool students and their families receiving free and low-cost fresh fruits and vegetables, and increase support for food banks.

Assistance Programs

According to the U.S. Census Bureau, 13% of households in Seattle experience poverty—which it defines based on estimates of the income level needed to cover basic needs, adjusted for family size and age of the family members.

The Utility Discount Program promotes economic stability by providing income-eligible customers a 60% discount on their Seattle City Light bill and 50% discount on Seattle Public Utilities bill.

In 2018, HSD's Federal Grants Management Unit released almost \$650,000 in funds to support home repair and renovation for lower-income residents and provided operating and services funding for housing dedicated to chronically homeless adults, including 76 new units at DESC's Estelle Place.



Utility Discount

31,924 customers were enrolled in the Utility Discount Program in 2018

IMPACT

Increasing Access to Healthy Food



Seattle's low-income families, many of whom are people of color, struggle to provide healthy, nutritional food for their children. Fresh Bucks at Safeway—a healthy food incentive program for SNAP/EBT (food stamps) recipients—launched at all Safeway locations across the city in 2018. Fresh Bucks to Go provides free bags of local fruits and vegetables to preschools, so parents can pick up healthy produce at the same time they pick up their children.

Jeri, a Fresh Bucks recipient who regularly shops at her neighborhood Safeway, said that she looks forward to spending more on fresh fruits and vegetables with Fresh Bucks. “I live on a limited budget and that means I am always looking for ways to stretch my dollar, especially when it comes to buying healthy foods,” Jeri Said. “Fresh Bucks means I can shop for a variety of fresh produce, which also helps improve my diet.”

In an article published on July 24, 2018 in the *Journal of Hunger and Environmental Nutrition*, University of Washington researchers reported that 50% of participants of Fresh Bucks to Go and Good Food Bag programs in Seattle and South King County report that half or more of their produce came from the program, and they demonstrated a positive association between produce consumption and participation.

The Fresh Bucks to Go Program works to keep food healthy and affordable. It is administered by our Youth and Family Empowerment Division and funded by Sweetened Beverage Tax revenue.

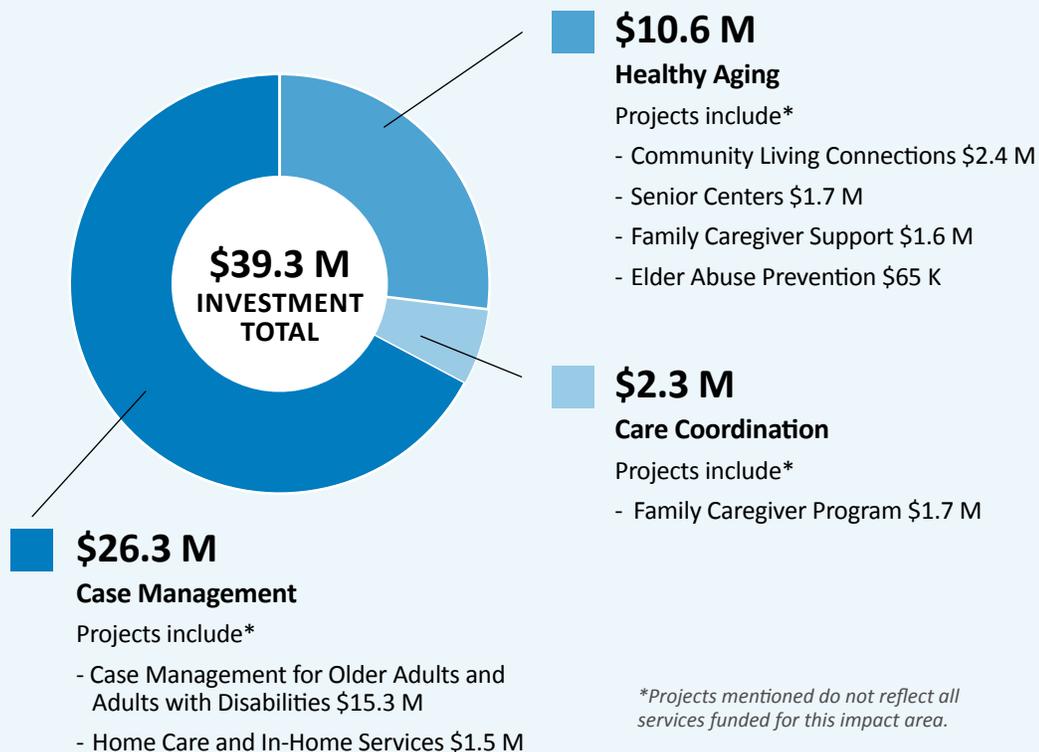
Photo by Martin Adams on Unsplash.com

Promoting Healthy Aging



HSD's Aging and Disability Services (ADS) Division is designated by the state and federal governments as the Area Agency on Aging. In this Agency role, staff plan, coordinate, and advocate for a comprehensive, countywide service-delivery system for older people, family caregivers, and individuals with disabilities. The division funds and delivers an array of long-term services and supports, including case management for clients who receive in-home care, nutrition services, caregiver support, senior centers, information and referrals to a network of support. In 2018, ADS conducted 13,784 long-term care assessments and authorized \$319.6 million in services for 13,319 people. Services such as personal care, home modification, and assistance with finding housing supported clients in living independently in the community.

2018 Budget



Making Seattle Age-friendly

An age-friendly city is a community in which people can grow up and grow old with ease. The World Health Organization (WHO) determined specific environmental, economic, and social factors that influence the health and well-being of older adults. Sometimes, these are called “The 8 Domains” of livability. Through Age Friendly Seattle, HSD collaborates with other City departments and stakeholders to make improvements in:

1. Transportation
2. Housing
3. Outdoor Spaces and Buildings
4. Social Participation
5. Respect and Social Inclusion
6. Civic Participation and Employment
7. Community and Health Services
8. Communication and Information



Low Acuity Alarm Program

Low acuity alarms are emergency calls for service that do not present an immediate danger to life or property. In 2018, our case manager referred 86 high-utilizers of 911 services to other services that improved health outcomes and reduced their call volume.

Accessibility Information Supplement

Thanks to advocacy by Realtors Tom Minty (who serves on the Northwest Universal Design Council and the Seattle-King County Advisory Council on Aging and Disability Services) and Barry Long (who uses a wheelchair for mobility), the Northwest Multiple Listing Service (NWMLS) added an accessibility feature report option to its database, helping home buyers with disabilities to better identify properties that meet their needs. This project satisfied one objective in the Age Friendly Seattle Action Plan for 2018–2021 and earned the NWMLS a “Best Practices Award” from the Northwest Access Fund, presented on November 12.



Senior Centers

22,322 people took part in activities that contribute to health, well-being, and independence. In September, Mayor Jenny Durkan announced \$1.7 million in awards to 12 existing senior centers and funds to create a new LGBTQ senior resource center.

Community Living Connections

HSD funds Community Living Connections—a network of community providers—to connect older people, adults with disabilities, caregivers, family members, and professionals to resources and service options. Staff can also determine if you are eligible for programs, services, and public benefits to help you or your loved one live with dignity and enjoy the best quality of life possible. Calls to the Community Living Connections line are free and confidential.



To access services, call 1-844-348-5464 or visit communitylivingconnections.org

IMPACT

Delivering More Than Food



As Fai Mathews arrived to deliver meals to a Sound Generations' Meals on Wheels program participant that she typically saw each week, there was no answer at the door. As Mathews said to *The Seattle Times* in November, "A lot of them, they don't get a chance to see anybody but you," noting Meals on Wheels makes sure drivers have time to briefly catch up with each client.

She asked the apartment manager for assistance. They entered and found the man on the floor, having fallen two days prior. The man went to the hospital and later told Fai, "you saved my life." Meals on Wheels delivers more than food—they provide an extra set of eyes that help clients get the help and support they need.

In 2018, our Aging and Disability Services (ADS) Division funded free or low-cost meals at 50 sites throughout the community, including venues that serve ethnic communities, as well as home-delivered meals provided by Sound Generations and Lifelong.

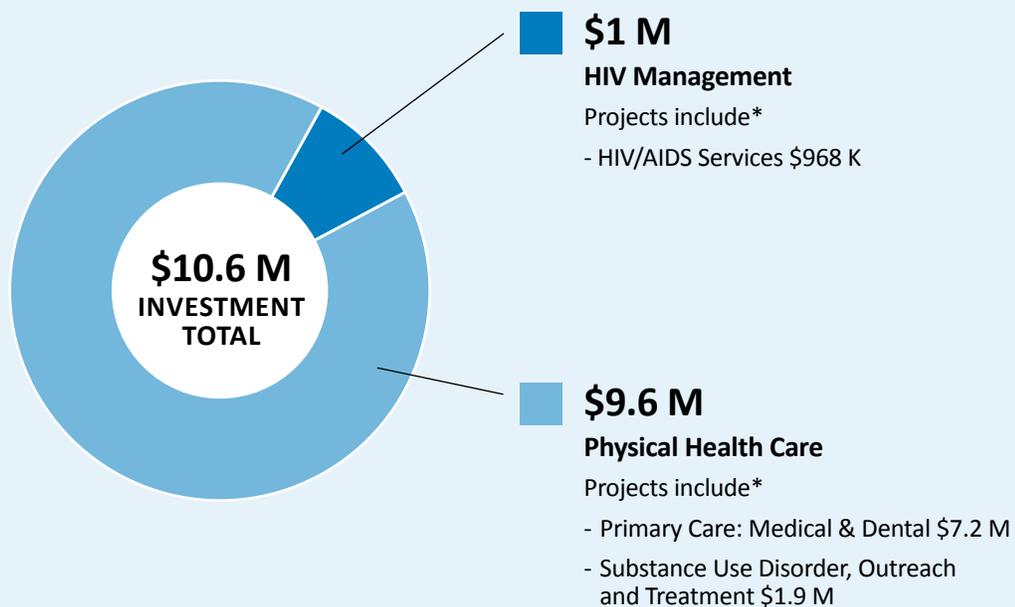
Fai Mathews carries a meal delivery for a participant from her delivery van (Photo provided by Sound Generations)

Promoting Public Health



The Human Services Department invested over \$10 million in Public Health in Seattle and King County in 2018 to improve our communities, eliminate health inequities, and maximize the lifespan of all Seattle residents. These investments are intended to ensure all residents have access to preventative care, primary care, specialty care, urgent care, mental health services, and substance use disorder services. The goal of the available programs and services is that all people living in Seattle experience moderate to optimum health conditions.

2018 Budget



**Projects mentioned do not reflect all services funded for this impact area.*

Seattle Access and Outreach

Access and Outreach services promote health, self-sufficiency, and well-being by linking low-income residents to health insurance, the Basic Food program, ORCA LIFT, Energy Assistance, and other public-sponsored benefits.

In addition to outreach staff who attend many community events, the program provides services at the Court Resource Center in the King County Jail to ensure that people are directed to needed services upon release.



Health Insurance

3,164 people were connected to health insurance through Public Health's outreach team and Community Health Access Program hotline



Dental Services

106,363 dental visits were provided to low-income and vulnerable populations

Medical and Dental Care

The City's investments in Public Health work to ensure all low-income residents in our city, whether they have health insurance or not, have access to primary care and behavioral health services. These investments also work to ensure that kids can get dental check-ups and dental sealant applications conveniently at their schools.

Healthcare for the Homeless

Healthcare for the Homeless Network staff operate clinics embedded in shelter or housing programs as well as the Mobile Medical Van in Seattle, which provides a "clinic on wheels" for people who are experiencing homelessness. The van typically schedules several monthly site visits at congregate settings like meal programs and sanctioned encampment sites, offering flu shots and other basic care to each client.



IMPACT**Providing Care and Refuge**

Lucia Leandro Gimeno is a trans person with kidney disease who prefers to be called “LL.” They go to dialysis three times a week and are a patient at International Community Health Services (ICHS). LL says the stress of living with a chronic condition is worsened by the constant worry about money. “The stress that I deal with, besides the lack of awareness around trans issues, is the stress around finances and health benefits,” said LL. Each day becomes a balancing act. ICHS has been instrumental in helping LL manage their health, as well as a place of caring and refuge. “What you have here at ICHS is really special. I feel genuinely grateful because I do not like doctors. I don’t trust them. But that is definitely shifting because of my experience here,” said LL.

Seattle-based Community Health Centers, like ICHS, are committed to providing inclusive care and ensuring that all individuals are treated with respect and dignity—whether that is by honoring pronoun choices and understanding the needed care beyond health, or for everyday health care needs including chronic conditions management.

Photo provided by International Community Health Services and used with permission of client

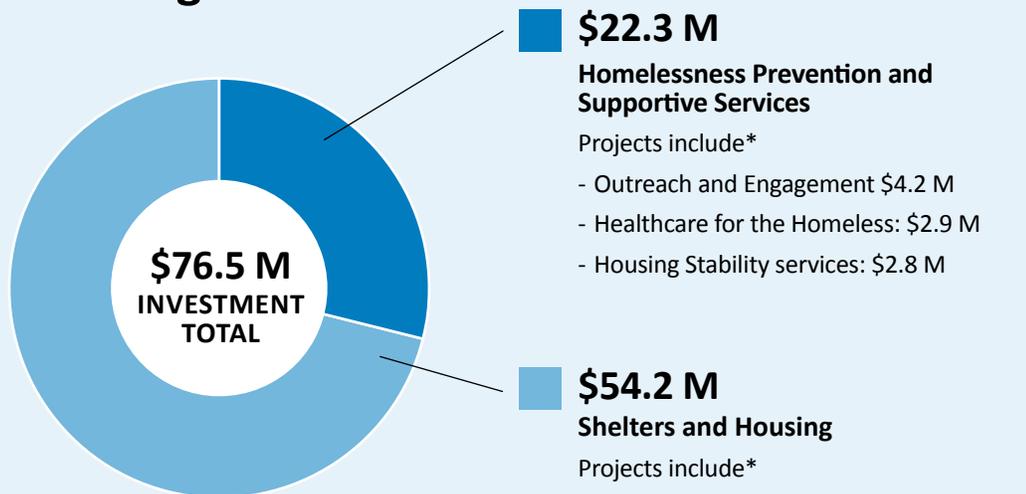
Addressing Homelessness



HSD's Homeless Strategy and Investment (HSI) Division focuses on assisting people in securing permanent housing to end their experiences of homelessness. Services are provided in three investment areas—prevention, emergency response, and housing—whereby service providers assist people who are at imminent risk of falling into homelessness or who are living without housing.

The Navigation Team is comprised of specially-trained police officers, field coordinators, and contracted outreach workers. As part of the City's emergency response, they work closely with other City departments—such as Parks, Utilities, and Fire—to ensure people living in homeless encampments receive the outreach, care, and connections to shelters they need to find a path to stable housing, and to remove unsafe encampments found on public rights-of-way, sidewalks, and in parks.

2018 Budget



**Projects mentioned do not reflect all services funded for this impact area.*

Support and Services

Emergency services provide shelter and a connection to housing for people experiencing homelessness. Shelters, tiny house villages, transitional housing, day centers, and outreach programs focus on providing support for those living unsheltered.

Mayor Durkan’s Path to 500 program opened a total of 516 safer spaces, including two new shelters and three new permitted villages. This increase in capacity is the largest expansion of City-funded shelter and village resources in Seattle’s history.



Addressing Inequity
American Indian or Alaska Native (AI/AN) and Black or African American (B/AA) households disproportionately experience homelessness in King County.

In 2018, 87% more AI/AN and 27% more B/AA households exited Seattle-funded programs to permanent housing destinations.

Homeless Prevention Programs

Prevention programs assist people who are currently housed but face an imminent risk of becoming homeless by helping them to remain in their homes, with the use of one-time financial assistance or case management services.

In 2018, in partnership with Seattle Housing Authority and local service partners, HSD launched a pilot program to prevent homelessness among households waiting for Housing Choice Vouchers.

Programs with Results

HSD invests in Diversion, Rapid Rehousing, and Permanent Supportive Housing programs that provide financial assistance, supportive services, or permanent housing to help people leave the homeless services system and enter safe housing.

In 2018, HSD implemented performance-based contracting with performance pay for enhanced shelters, transitional housing, permanent supportive housing, and rapid rehousing programs that met systemwide adopted performance standards for outcomes.



Exiting To Permanent Housing

5,601 households exited from the homeless services system to permanent housing in 2018 – an increase of 30% over 2017.

IMPACT**Helping People Change Their Lives**

“I lost my husband to cancer in 2008 and later lost my second partner and father of my youngest child to addiction and mental illness. I was a single mother of four children, ages 18, 11, 9, and 1. I had already overcome being a teenage parent and my children and I have

suffered a lot of trauma and loss in our life—domestic violence, abuse, attempted suicide, mental illness, chronic illness, poverty, and sex trafficking.

“After looking for work and running into dead end after dead end due to not having a college degree, I decided to go back to school. Currently, I am a junior at the University of Washington in the School of Public Health. It has been a huge challenge for me to be a full-time student and single mother, but I also knew that without it I would not make a wage high enough to support my children.

“I have made many sacrifices to survive and have a safe and stable place to raise my children. When I received an email from Neighborhood House, I didn’t want to get my hopes up. However, when I was told that I was eligible and accepted to receive funding to help with my rent, I was in shock. This has completely changed the cycle of poverty that my children and I have known for too long. I am so grateful for this opportunity. This program is not just helping people with rent. It is allowing people like me to change the course of their life. Thank you!”

Stock photo by Sven Mieke on Unsplash.com used to protect confidential testimonial of Neighborhood House client

Focus on INNOVATION

Innovation is more than just a new technological invention or new product development. Innovation can be a new operational process that reduces costs or speeds delivery, a new program model that delivers services to clients in a better way, or a new way of working with partners.



Hands-on Training

In October, The Child Care Nutrition Program sponsored a training for family child care providers titled, “A Fun Day of Cooking and Networking” at the Delridge Community Center. Providers came together to network and prepare a variety of nutritious recipes focused on new ways to prepare whole grains and vegetables. They also increased their knowledge of nutrition and health to find new ways to engage young children in trying new foods.



Improving Shelter

Peace for the Streets by Kids from the Streets (PSKS) updated their young adult shelter in Fall 2018 as a result of conversations with staff in our Homeless Strategy and Investment Division on opportunities for improvement. PSKS added cots to get their participants up off the floor, gave them a foot locker in which to store belongings, painted the shelter walls a bright blue (with help from United Way Day of Caring volunteers), and now each participant will have their own sheet and blanket. New bedding allowed each person to have a personal possession and came with a note letting them know that the City of Seattle cares about them.

Focus on RACIAL EQUITY

In our roles of grantmaker, planner, and direct service provider, HSD works to ensure funding processes, programs, and policy decisions are made with a focus on racial equity. This inclusion of racial equity at all levels of our work creates accountability between our department and the people we serve.

In 2018, the department committed to a workplan goal that 100% of staff should attend a race and social justice training every year. As one option, HSD partnered with The People’s Institute for Survival and Beyond to regularly conduct its Undoing Institutional Racism Workshop with our staff as well as with staff from some of our community partners. 228 HSD staff and 107 community partners have participated since 2017 in this two-day intensive workshop designed to educate, challenge, and empower people to “undo” the racist structures that hinder effective social change. The training is based on the premise that racism has been systematically erected and that it can be “undone” if people understand where it comes from, how it functions, and why it is perpetuated.

Through this analysis, we aspire to recognize how we are perpetuating a racist structure and gain an understanding about how we can be more effective in our work with our constituencies, organizations, communities, and families.

Reclaiming Our History Breakfast

HSD co-sponsored the “Reclaiming Our History Breakfast” at City Hall on December 11, 2018. Guests celebrated 25 years of Undoing Institutional Racism work in the Northwest. This work took hold in 1993 through Early Childhood Educators who encouraged the City’s Human Services Department and



the King County Department of Community and Human Services to address racism. Over time, a network across institutions, school districts, and within a host of social service agencies and faith organizations developed. That work formed the basis of the City’s Race and Social Justice Initiative and the County’s Equity and Social Justice Initiative. Most importantly, the work of undoing racism remains rooted in community. Tribute was

given to indigenous tribes throughout the region whose land continues to be occupied. More than 200 people attended the breakfast, representing community and faith-based organizations, school districts, youth organizations, and City and County employees.

ADS Supports Success for African American Elders

In 2018, the Aging and Disability Services Division (ADS) coordinated Memory Sunday, a new event within African American Churches, promoting Alzheimer's awareness. ADS also coordinated Legacy of Love, the 3rd annual African American Caregivers Forum, during National Caregiver Month in November.



HSD Improves Its Recruitment and Hiring Practices

In 2018, HSD's Human Resources team partnered with Change Team leaders—a group of employees who work collectively within the department to support the mission of the City's Race and Social Justice Initiative (RSJI)—to review and assess HSD's recruitment and hiring practices on an on-going basis. The purpose of the work group was to identify practices that create barriers or limit access to employment opportunities for people of color and other protected classes. The work group focused on reducing implicit bias by implementing several recommendations. HSD made a department-wide commitment to advertise all job opportunities and out-of-classification assignments (temporary positions completing different work or at a higher job title). Prior to 2018, 100% of these assignments less than 90 days were directly appointed. HSD now requires a hiring process to reduce bias on hiring panels:

- All panel members are required to take Implicit Bias training.
- Hiring panels must be diverse in gender and race, with a minimum of three participants.
- Hiring managers are required to define clear benchmarks and rating scales for resume review and interview panels, and to limit their participation in the hiring process as much as possible.
- Hiring managers and panelists must refrain from sharing personal opinions and judgment, and cannot share individual scores.

HSD now monitors hiring demographics to identify workforce under-representation. In 2018, HR identified under-representation in a division within HSD and worked with the division to develop recruitment and hiring strategies. Better practices resulted in more opportunities for people of color in 2018.

15%



More people of color were hired in 2018 – a 15% increase compared to 2017.

16%



16% increase in the number of supervisory or strategic advisor opportunities that went to people of color.

Focus on STEWARDSHIP

HSD strives to be both good stewards of the public dollars we invest in the human services sector and good stewards of our relationships with community and the agencies we partner with to serve the individuals and families of Seattle.

Creating a Unified Approach to Homelessness



The creation of a single entity charged with addressing homelessness regionally responds to the King County Auditor’s Office report released in 2018, noting that “multiple experts found the governance structure of the homeless response system is too weak to drive change” and “programmatic decisions remain siloed in the city, county, and other funders.”

A Memorandum of Understanding signed in May 2018 between Mayor Jenny Durkan and King County Executive

Dow Constantine announced a series of steps to unify the region’s approach to homelessness, including their commitment to create a new independent entity with accountability and authority to strengthen coordination and improve outcomes for people experiencing homelessness.

Stakeholders from the public sector, philanthropy, business, nonprofit service providers, advocates, and people with lived experience worked with consultants Future Laboratories and Corporation for Supportive Housing to develop recommendations that incorporated research on successful models for addressing homelessness from communities across the nation.

Mayor Durkan and Executive Constantine aligned on moving forward with a series of actions:

- Consolidating the City of Seattle and King County homelessness funding and policymaking under a new joint authority;
- Engaging in a comprehensive digital transformation to create better customer experiences and more usable data infrastructure;
- Redesigning intake processes to be connected, customer-centric, and accessible to and from all available services and supports in the community;
- Creating system-wide customer accountability; and
- Creating a defined public/private partnership utilizing a funder’s collaborative model in which partners come together to fund a specific project and track results.

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Thank You.

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Seattle
Human Services

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