



# Human Services Department Program Updates

*City Council Housing, Human Services, Health & Culture Committee*

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**Wednesday, September 12, 2012 | Human Services Department | Dannette R. Smith, Director**

Mayor Mike McGinn  
Deputy Mayor Darryl Smith

# Briefing Objectives

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## 1. Vision, Mission and Charge

## 2. HSD Program Updates:

- *Safe & Stable Communities Action Plan*
- *Outdoors Meals Program Transition task Force*
- *Job Duties & Expectations*
- *Outcomes Framework*
- *Race and Social Justice Initiative*

## 3. Questions & Comments

# Vision, Mission & Charge

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- **Vision:** That all basic needs in our communities are met through innovative and collaborative approaches.
- **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.
- **Charge** to HSD Director by Mayor/Council (July 2010):
  1. Create a seamless service delivery system.
  2. Reorganize, redesign contacting infrastructure and process.
  3. Develop a data-driven environment that guides investment.

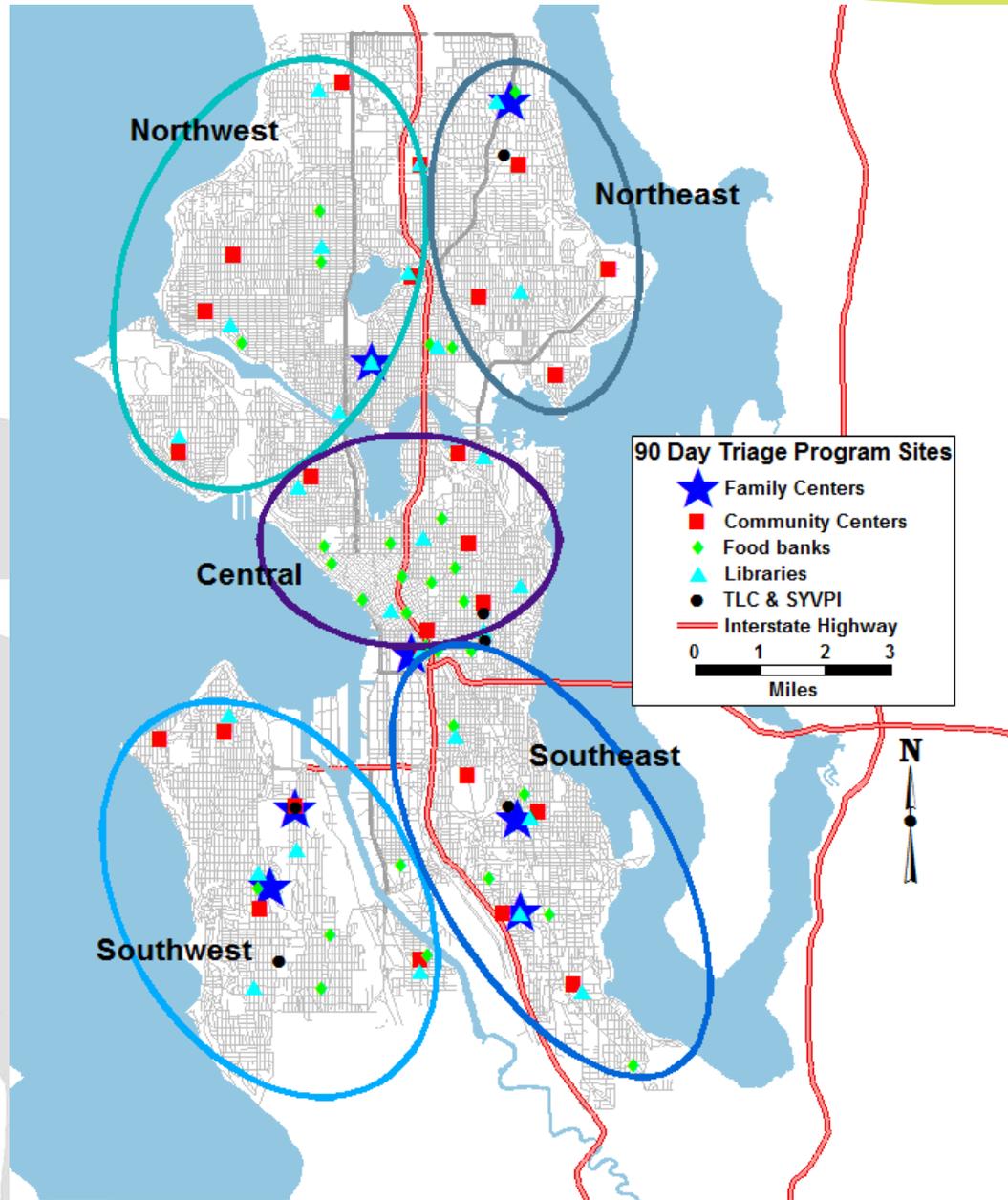
# Safe & Stable Communities Action Plan

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- Earlier this year, HSD and Parks teamed to develop the **Safe & Stable Communities Action Plan** in response to the community violence occurring in the city.
- The intent of the Action Plan is to:
  - Engage community providers for expanded services around public safety
  - Support vulnerable populations including at risk children, families, seniors, and people experiencing housing instability
  - Increase coordination between HSD and Parks, and limit duplication
- Using the five Parks districts, the Action Plan includes five key strategies and builds on the concept of place-based service delivery by organizing around community GEO HUBs.

# Safe & Stable Communities: Community Hubs

- In developing the plan with Parks we've come up with a **community hub model**, using Parks' five existing geographic hubs – with the overlay of HSD's seven family centers.
- The hubs will be used to coordinate “place-based” services and supports for action plan and as points of outreach and engagement. An additional hub has been established at South Shore School in southeast Seattle due to closure of Rainier Beach Community Center.
- Five key strategies for the Action Plan are:
  1. Coordination of City Resources
  2. Co-location of Resources
  3. Targeted Program Planning
  4. Open House
  5. Communication



# Safe & Stable Communities: Service Needs

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Targeted services planning will focus on:

- **“Soft” services:** basic needs such as food banks, culturally specific assistance, information and referral.
- **Youth Development:** activities that promote youth development, building on existing Parks programs such as Late Night Recreation.
- **Family/parenting support:** activities that support healthy parent/child relationships and connect families to supportive resources.

# Meal Program Transition Task Force

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## Background

- HSD contracts with OPERATION: Sack Lunch to run the program (\$133K/year).
- HSD and OPERATION: Sack Lunch jointly convened a task force to develop recommendations on a transition plan.
- The Task Force has been meeting monthly since February 2012.
- The Task Force includes outdoor meal providers, other service providers, representatives from faith-based and civic organizations, and community groups in Pioneer Square and Belltown.
- The charge of the task force is:
  - Develop a plan to transition the Outdoor Meal Program to a centralized kitchen model with indoor and outdoor meal components.
  - Create collaborative strategies to fill service gaps in SE Seattle, Lake City.
  - Support outreach to groups serving food at City Hall, Occidental Park.

# Meal Program Transition Task Force

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## Update

- At the request of Task Force members, HSD conducted two surveys of outdoor meal participants, one in February and the second in May.
  - Of clients interviewed, equal numbers of respondents in both surveys preferred outdoor meals, indoor meals, were indifferent or liked both
  - A majority of the persons (58%) or 67 persons in the second survey wanted other services at the meal site
  - In the second survey, 48% or 56 persons wanted food stamps available at the meal site and 57% or 66 persons wanted access to a health care provider.
- The Task Force had significant discussions on coordinating community volunteer and faith-based organizations to help leverage limited food resources.

# Meal Program Transition Task Force

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## Moving Forward

- Task Force members support keeping current outdoor meal site open until we transition into an indoor facility with outdoor component.
- Membership has interest in additional meal sites in areas such as South Park, Georgetown, and White Center.
- Task Force members support building stronger relationships and outreach to “drive by” meal providers at Occidental and City Hall Parks.
- Task Force recommendations will be sent to the Mayor’s Office in mid-September.

# Future State Background

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- HSD's strategic plan, ***Healthy Communities, Healthy Families***, addresses the charge from Mayor and City Council (i.e. seamless services, reengineered contract system, data-driven environment).
- “Future State” work is about building the infrastructure necessary to implement the strategic plan.
- Key deliverables for creating the Future State infrastructure are:
  1. Realignment of leadership resources around system building & investing
  2. Clarifying staff functions, competencies, training & development
  3. Creating management tools (i.e. policies & procedures, tracking forms, etc.)
  4. Aligning HSD investments with desired outcomes (outcome framework)
  5. Developing a clear vision and strategic investment plan for each division

# HSD Job Duties & Expectations: Inception

- The new Job Duties & Expectations process is part of the Future State work and aligns with Mayor McGinn's performance management initiative for all City employees that launched in 2011.
- HSD convened three staff workgroups in November 2011 as part of this initiative and the department's Future State infrastructure work. The purpose of the workgroups was to:
  - Clarify job functions within the future state and
  - Identify training and development needs
- Workgroups brainstormed to generate data on functions and training needs. This data informed the development of a Job Duties & Expectations (JDE) work plan tool and process.

# HSD Job Duties & Expectations: Implementation

- City Personnel class specifications were reviewed to ensure that the draft JDE tool was in alignment; the new tool and process has been shared with City Labor and Local 17.
- The revised JDE collapses separate existing tools/processes into one tool, and will replace the existing JDE form:
  1. Functions
  2. Core competencies
  3. Annual performance objectives (department wide)
  4. Key performance areas for specific position (scope of work)
  5. Performance expectations & individual development plan
- The new JDE tool and process is first being implemented with all managers and executive staff (Sept. 2012) and will be rolled out with all HSD staff in early 2013.

# Outcomes Framework: Overview

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- Outcomes Framework is also part of Future State work to implement HSD's strategic plan.
- Framework is about **accountability to the public**. As public stewards of tax dollars we need to be able to clearly describe where our investments are going. The Framework will also help inform future investment.
- HSD has convened a data group to lead this work with the charge to:
  1. Review population and HSD division profile data
  2. Reviewing 2011 investment data
  3. Develop "logic models" for each division
  4. Develop an alignment plan for how HSD investments meet desired outcomes
  5. Identify capacity needs
  6. Determine how to engage and involve community stakeholders in this work

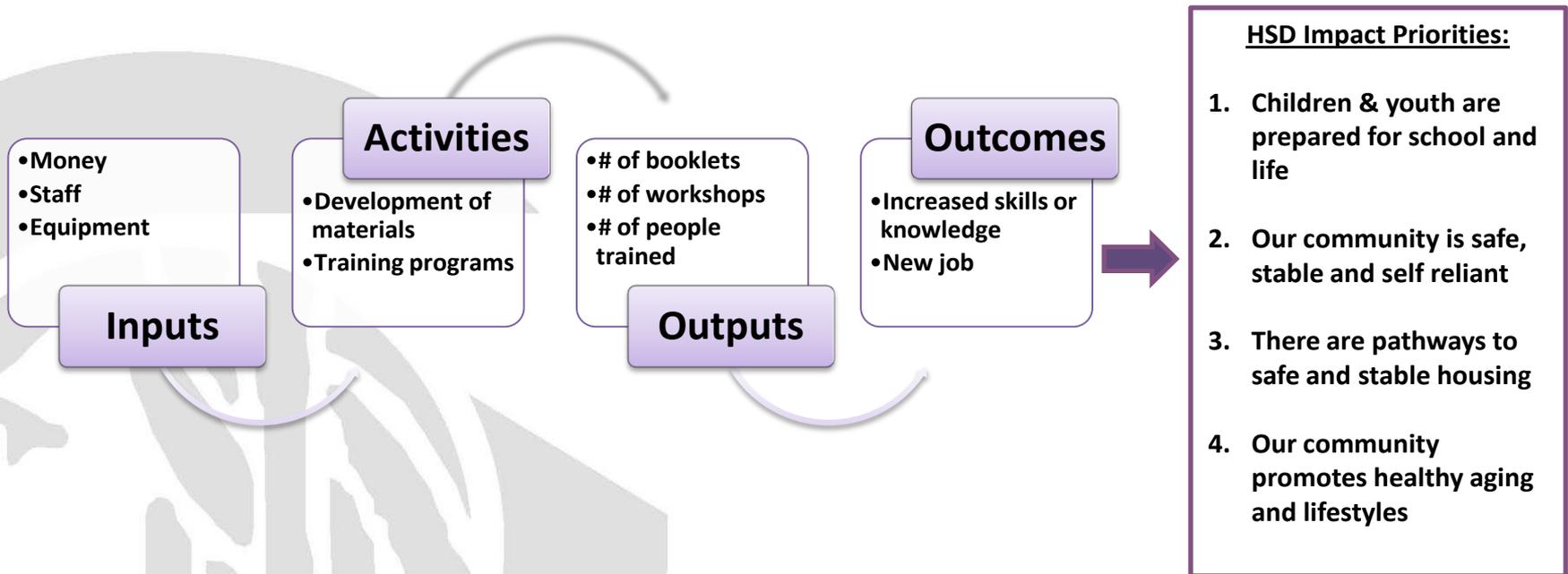
# Outcomes Framework: Development

HSD's Operations Team has defined impact priorities which informed the draft outcome framework, and then the logic modeling work.

## Healthy Communities, Healthy Families

Division	Youth & Family Empowerment	Community Support & Self Sufficiency	Transitional Living & Support	Aging & Disability Services
Impact Priorities	Children & youth are prepared for school and life	Our community is safe, stable and self-reliant	There are pathways to safe and stable housing	Our community promotes healthy aging and lifestyle
Target Populations	Children and youth birth to 25 years and their families	Individuals & families at risk of or currently experiencing crisis	Individuals & families at risk of or currently experiencing homelessness	Aging individuals and those living with a disability, and their families

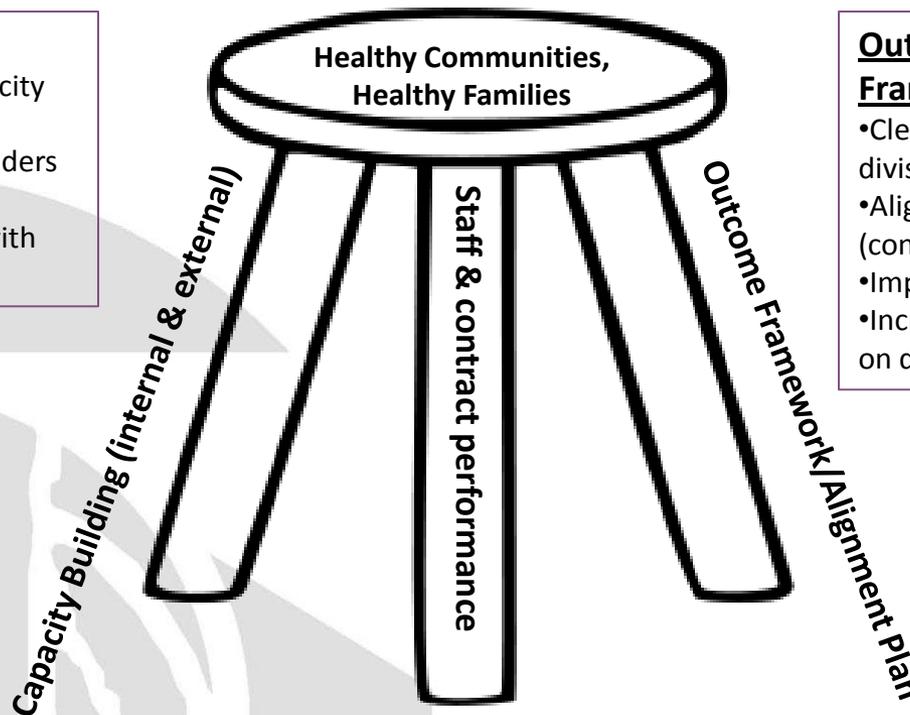
# Outcomes Framework: Logic Model



# Outcomes Framework

## **Capacity Building**

- Address internal capacity issues
- Teaming with stakeholders on capacity issues
- Coordinating efforts with other funders



## **Outcome**

### **Framework/Alignment Plan**

- Clearly identified outcomes for each division
- Alignment of HSD investments (contracts) to identified outcomes
- Implementation with 2014 contracts
- Incremental shift in contracts based on data

## **Staff & contract performance**

- New work plan tool & process (HR performance management)
- Training and development plan for staff
- Changes to contract that align payment with desired outcomes
- Tracking and using data to monitor performance

# HSD Race & Social Justice Initiative Update

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- HSD Strategic Plan established the framework for imbedding racial equity and social justice in its systems, policies, and practices.
- The department strongly aligned HSD's Strategic Plan goals and guiding principles with Racial Equity Best Practices.
- Extensive community engagement informed the Strategic Plan, including input from many communities of color, immigrants and refugees.

# HSD RSJI: Aligned Goals & Actions

Racial Equity/ Social Justice Best Practice	HSD Aligned Goals & Actions
<p><b>Assess community conditions &amp; desired community impact</b></p> <ul style="list-style-type: none"> <li>Existing community conditions, including disparities</li> <li>Goals and outcomes focused on reducing racism and decreasing racial disparities</li> <li>Changing needs &amp; racial demographics</li> </ul>	<p><b>Use data-driven design and evaluation</b></p> <ul style="list-style-type: none"> <li>Use of disaggregated data</li> <li>Focus in communities with the highest need</li> <li>Equitable results and outcomes</li> <li>Community-level information</li> </ul>
<p><b>Expand opportunity and access for individuals</b></p> <ul style="list-style-type: none"> <li>Increases opportunity and/or access for those who historically have been excluded.</li> <li>Improve access for immigrants and refugees.</li> </ul>	<p><b>Create a proactive, seamless service system</b></p> <ul style="list-style-type: none"> <li>Accessible entry points</li> <li>Culturally relevant and community-centered</li> <li>Builds on factors</li> </ul>
<p><b>Racially inclusive collaboration &amp; civic engagement</b></p>	<p><b>Engage and partner with community</b></p> <ul style="list-style-type: none"> <li>Inclusive outreach &amp; engagement</li> <li>Client feedback and data</li> </ul>
<p><b>Affect systemic change</b></p> <ul style="list-style-type: none"> <li>Institutions, Systems, Policies &amp; Practices</li> </ul>	<p><b>Strengthen and Expand Partnerships</b></p> <ul style="list-style-type: none"> <li>Capacity Building for Emerging Agencies</li> <li>RFI and Contracting Proposed Changes</li> <li>HSD Planning and RFI Development</li> </ul>

# HSD RSJI: Integration into Infrastructure

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- HSD is integrating racial equity and social justice into our new infrastructure.
- RSJI is integral to
  - Defining impact priorities and outcomes framework
    - Use of data and community engagement
  - Investing priorities
    - Contracting and RFI practices
  - Early implementation/capacity building
    - Capacity building for smaller, “emerging” agencies
    - Community organizing and leadership development.

# Questions and Comments

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