



**City of Seattle**  
Human Services Department

**DATE:** May 31, 2013

**TO:** Councilmember Nick Licata, Chair  
Seattle City Council Housing, Human Services, Health & Culture Committee  
Councilmember Tim Burgess, Chair, Seattle City Council Budget Committee  
Sally Bagshaw, Councilmember  
Bruce Harrell, Councilmember  
Jean Godden, Councilmember  
Tom Rasmussen, Councilmember

**FROM:** Dannette R. Smith, Director  
Human Services Department

**RE:** Human Services Department Response to City Council Green Sheet 90-2-A-1

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This memorandum transmits the Seattle Human Services Department's (HSD) response to a Statement of Legislative Intent (Green Sheet 90-2-A-1), which requests information about the basis for the Request for Investment (RFI) for the Outdoor Meal Site and all other food programs funded by the HSD Transitional Living and Support Division.

The response describes current investments in emergency food and meal programs and outlines the process underway to identify service needs, performance and outcome expectations for an RFI process for emergency food and meal programs, including food banks, home delivery, meal programs, distribution, transportation, and food systems support.

The Department plans a 2014 Food and Meals RFI to ensure sufficient time for a thorough planning and community engagement process, including the work of the Meal Program Transition and Coordination Task Force launched in February 2012. The initial SLI assumed a 2013 RFI process, but additional research will be conducted prior to issuing the RFI in 2014 (See Attachment A).

cc: Beth Goldberg, Director, Seattle City Budget Office  
Becky Guerra, Seattle City Budget Office  
Jeanette Blankenship, Seattle City Budget Office  
Ben Noble, Council Central Staff  
Susana Serna, Council Staff  
Meg Moorehead, Council Central Staff  
Jaline Quinto, City Council Liaison, Mayor's Office  
Catherine Lester, Deputy Director, Seattle Human Services Department

**Seattle Human Services Department**  
**Response to Statement of Legislative Intent 90-2-A-1**  
**2014 Request for Investment: Food and Meal Programs**

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In the Seattle City Council’s Statement of Legislative Intent (SLI) 90-2-A-1, *“The Council requests that the Human Services Department Transitional Living and Support Division submit to the appropriate Council Committee an outline of the service needs and performance expectations that will be the basis of a 2013 Request for Investment (RFI) for the Outdoor Meal Site and other food programs. The Council intends that Committee will review the outline to ensure the Meal Program Transition Task Force’s Outdoor Meal Site recommendations are implemented, leveraging of City funds with non-City resources is encouraged, and at least as many meals are provided under new contracts as were provided in 2012.”*

This memorandum describes current HSD investments in emergency food and meal programs and outlines the process underway to identify service needs, as well as the performance and outcome expectations for a 2014 RFI. The SLI requested in the Green Sheet contemplated a 2013 RFI.

HSD has decided to delay the Food and Meals RFI until 2014. This extension will provide HSD with sufficient time for a thorough planning and community engagement process, including the work of the Meal Program Transition and Coordination Task Force. The HSD planning and investment process will align with the City’s Food Action Plan (adopted by City Council on April 29, 2013), Seattle’s Race & Social Justice Initiative, and HSD’s investment outcomes framework.

HSD will invite representatives of the City Council to participate in discussions during the RFI development process. HSD’s Interim Director will be available to provide updates to the appropriate Council Committee as requested.

**HSD Food & Meal Investment Areas**

Seattle General Fund investments are one of many funding sources that support the emergency food/meal program system in Seattle. City funded programs combine General Fund dollars with funding from United Way of King County, Washington State Emergency Food Assistance Program (EFAP), federal programs, and other sources including private and corporate donations to operate programs.

HSD’s Transitional Living & Support (TLS) division currently invests \$3,398,601 of General Fund dollars annually in programs that help ensure individual and families have access to healthy food. City of Seattle funding supports program operations, distribution, food purchase, and system support.

The 2013 contract funding totals are shown for each of the TLS food/meal investment areas:

Investment Areas	2013 Funding
<ul style="list-style-type: none"> <li>• <b>Food Banks:</b> (17) neighborhood food banks and a food bank transportation program</li> </ul>	\$ 1,167,299
<ul style="list-style-type: none"> <li>• <b>Food Distribution:</b> (2) food distribution programs</li> </ul>	\$ 910,805 <sup>1</sup>
<ul style="list-style-type: none"> <li>• <b>Home Delivery Programs:</b> (8) home delivery programs</li> </ul>	\$ 736,300
<ul style="list-style-type: none"> <li>• <b>Meal Programs:</b> (9) emergency congregate meal program sites, including the Outdoor Meal Program</li> </ul>	\$ 492,397
<ul style="list-style-type: none"> <li>• <b>Food System Support:</b> (1) food systems support program</li> </ul>	\$ 91,800
	<b>\$ 3,398,601</b>

In 2012, food bank monthly reports for the year showed that children and elderly were in households assisted by these programs.

- Children represent about 27% of individuals served in food banks.
- Seniors, 55 years and older, represent about 26% of individuals served in food banks.

In 2012, food banks and meal programs served Seattle with:

- More than 600,000 meals to hungry, low-income individuals.
- More than 559,820 bags of groceries in more than 65,400 households representing 131,900 individuals.
- Over 202,700 volunteer hours of vital service were provided to the food banks’ daily operations. An estimated 150,000 additional volunteer hours not reported to the City, support meal site programs.

These programs also identified areas of on-going need for meal programs and food banks. This includes:

- Food and essential non-food grocery purchase (special purchase of specific foods not readily available through the regular donation stream or acquired through food vouchers --for example, proteins, shelf-stable milk or other dairy products, and Halal foods);
- Facility infrastructure (relocation/addition to existing facility); and
- Transportation of food products from the distribution centers to the meal programs.

**2014 Request for Investment – Planning & Community Engagement Process**

HSD works closely with community partners, including other public and nonprofit funders and service providers, to understand current and emerging human service needs and to create and invest in a comprehensive and integrated regional human services system. The service or program areas identified for proposed funding align with the Human Services Department’s [mission and vision](#), Strategic Plan, *Healthy Communities, Healthy Families*, and HSD’s [Strategic Investment Plan \(SIP\)](#).

HSD will assess current investments, promising and best practices, community needs and assets, and facilitate community discussions of service strategies, coordination, and leveraging of city investments with other public and private resources.

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<sup>1</sup> Food Distribution funding includes 2013 City Council add of \$200,000 for bulk food buying for food banks/non-profit meal providers (Green Sheet 90-1-A-1)

An outline of the research, community planning and engagement considerations that will inform the 2014 RFI for food and meal programs is included as *Attachment A: Emergency Food & Meal Programs – 2014 Funding Process Considerations*.

**Request for Investment Process - Timeline Summary**

Activity	Completion Dates*
• Research and Community Engagement	December 2013
• Investment Plan and Framework for Investments <ul style="list-style-type: none"> <li>○ Plan development and alignment</li> <li>○ Plan review</li> </ul>	December 2013 - April 2014
• Development and Drafting of RFI Documents	March – June 2014
• Request for Investment (RFI) Release/Due Date	July/August 2014 *
• Proposal Review by HSD, Review Committee	September 2014*
• HSD Funding Decision and Contracting	October /November 2014
• Program Services Begin/Contract Start Date	January 1, 2015

*\*This timeline may change, based on scheduling and staffing for community engagement and review process. HSD’s [Funding Opportunities](#) web page provides the most current information for HSD human services investment processes and will provide specific dates for RFI release, proposal requirements/deadline, and proposal review.*

**Meals Transition and Coordination Task Force**

The 2014 RFI will be informed by research, community engagement and recommendations by the Seattle Meals Transition and Coordination Task Force. The Task Force was created in February 2012. The Task Force was charged with determining the need for continued usage of the City of Seattle’s Outdoor Meal Site; exploring the feasibility of an indoor/outdoor Centralized Kitchen; and identifying possible solutions to provide meal service in Seattle parks; and expanding services to meet hunger needs in the City, outside of the downtown corridor.

The Task Force drafted a preliminary set of Recommendations in October 2012:

- (1) **Explore Transition:** current site should remain open while other locations for additional indoor and/or outdoor sites are being explored.
- (2) **Increase Coordination:** better coordination of meals and meal sites for people in need throughout the City, not just in downtown Seattle, particularly in areas where food is less accessible. This includes coordinating program services with schools.
- (3) **Education:** partnering with faith-based and civic-based organizations to reach out and educate meal providers and meal recipients about the importance of food safety, quality, nutritional content, and culturally appropriate food for food insecure persons. Meal sites should be consistent, safe, and clean with additional information/services available to people who access them.

HSD and OPERATION: Sack Lunch (OSL) together convene monthly Task Force meetings with representatives of meal providers and community members and are currently refining their recommendations in the three areas noted above.

**Reporting on RFI Progress**

HSD’s Interim Director will be available to provide updates on any items contained in this response to the appropriate Council Committee as requested.

**Attachment A**  
**Emergency Food & Meal Programs - 2014 Funding Process Considerations**

*Research, feedback and recommendations will inform the 2014 Request for Investment for food and meal programs. This list represents a summary view and framework for research, community planning, and engagement that will occur before the 2014 RFI is completed. The components are not listed in priority or sequential order.*

1. Investment plan – Strategies & Questions: What does the City investment currently buy and/or build? What should future investments buy and/or build?
  - Identifying strategies & activities to achieve investment outcome(s)
  - Defining indicators to measure investment results
  - Data collection requirements; reporting and evaluating success of investment(s)
2. Data Review and Analysis: What is the current landscape?
  - Current investments and programs
    - Food Banks & Food Bank Transportation
    - Food Distribution
    - Home Delivery Programs
    - Meal Programs
    - Food System Support
  - Community needs, gaps, and assets: services, funding, geographic inequities, etc.
3. Best and Promising Practices Research
4. Community Engagement
  - Engagement Plan and Schedule
  - Work Group(s) and Task Forces
    - Meal Program Transition & Coordination Task Force
  - Existing Community Meetings, Surveys, Focus Groups to participants and non-participants
5. Performance and outcomes expectations
  - Review data and analysis to inform performance expectations
  - Review HSD Outcomes Framework and community engagement feedback to establish outcome targets
6. Coordination and Alignment
  - City of Seattle/HSD
    - City's Food Action Agenda
    - Other HSD Food/Meal Programs, Service Investments/Programs
  - Coordination with service system(s): schools, public health, etc.
  - Regional approach/response
  - Public, private, philanthropic, voluntary sectors
7. Investment Process, Funding and Contracting
  - Application Process Tools (Request for Investment, Request for Qualifications, Letter of Intent)
  - Technical Requirements and Community/Agency Experience and Capacity (responding to RFI, reporting, fiscal/accounting, etc.)

**2013 - 2014 Seattle City Council Statement of Legislative Intent**

**Approved**

Tab	Action	Option	Version
90	2	A	1

**Budget Action Title:** Council review of service needs to be addressed in a 2013 RFI for the Outdoor Meal Site and all other food programs funded by the HSD Transitional Living and Support Division

**Councilmembers:** Godden; Licata; Rasmussen

**Staff Analyst:** Lisa Herbold; Meg Moorehead

**Budget Committee Vote:**

Date	Result	SB	BH	TR	RC	TB	NL	JG	SC	MO
11/07/2012	Pass 8- 1-Absent	Y	Y	-	Y	Y	Y	Y	Y	Y

**Statement of Legislative Intent:**

The Council requests that the Human Services Department (HSD) Transitional Living and Support Division submit to the appropriate Council Committee an outline of the service needs and performance expectations that will be the basis of a 2013 Request for Investment (RFI) for the Outdoor Meal Site and other food programs. The Council intends that Committee will review the outline to ensure the Meal Program Transition Task Force’s Outdoor Meal Site recommendations are implemented, leveraging of City funds with non-City resources is encouraged, and at least as many meals are provided under new contracts as were provided in 2012.

**Background**

In February 2012 the City of Seattle Meal Program Transition Task Force consisting of Seattle HSD leadership, meal providers and community members was convened to determine the need for continued use of the City’s Outdoor Meal Site, the feasibility of an indoor/outdoor centralized kitchen, alternatives to meal service in City parks and ways to expand meal services outside of Seattle’s downtown corridor.

The Task Force recommended that the City-funded Outdoor Meal Site currently managed by Operation Sack Lunch at 6<sup>th</sup> and Columbia remain intact until another site is identified and operational. The Outdoor Meal Site is projected to serve 159,000 meals in 2012. The City pays about \$37,000 to provide approximately 8,400 of those meals, with the rest supplied at no cost to the City by about 40 providers.

The contracting process for continued operation of the Outdoor Meal Site and other HSD food programs will begin with a 2013 HSD RFI. Before the RFI is finalized, the Council wants to ensure that it implements the Task Force’s Outdoor Meal Site recommendations, encourages leveraging of City funds with non-City resources, and provides that at least as many meals are distributed through the Outdoor Meal Site and other HSD food programs under new contracts as were provided in 2012.

**Responsible Council Committee(s):** Housing, Human Services, Health, & Culture

**Date Due to Council:** March 31, 2013