



SEATTLE  
HUMAN  
SERVICES

# Seattle City Council Briefing

## Human Services Department

*Outcomes Framework:*

*A Strategy for Results-Based Accountability and Addressing Disparities*

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Monday, July 28, 2014 | Seattle Human Services Department | Catherine L. Lester, Interim Director

Mayor Ed Murray  
Deputy Mayor Kate Joncas  
Deputy Mayor Hyeok Kim

# Briefing Objectives

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- 1. Summarize the design work to date**
- 2. Describe the 2014 implementation pilot**
- 3. Highlight key considerations in shifting to a “results culture”**

# Human Services Department Continuum

## Youth & Family Empowerment

Ensuring that children and youth are prepared for school and life.



## Community Support & Assistance

Ensuring that our community is safe, stable and self-reliant.



## Aging & Disability Services

Ensuring that our community promotes healthy aging and lifestyle.



# Design Phase

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- **Recognition of long-standing, historical challenges within the department, and opportunities to strengthen how the department operates:**
  - 1. Workforce capacity and performance**
  - 2. Consistent funding and contracting practices**
  - 3. Fragmentation among HSD divisions**
  - 4. Engaging communities of color and non-traditional partners**
  - 5. Data systems and data collection**
  - 6. Collective impact**

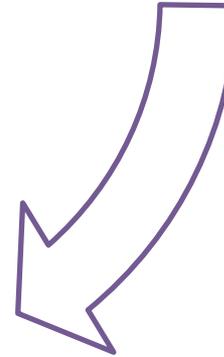
# Design Phase

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**Strengthening  
organizational  
capacity**

**Improving  
policy &  
procedure**

**Creating  
results-based  
accountability**



# Design Phase

- **Outcomes Framework is intended to define desired results, align resources to those results, and monitor progress towards those results**
- **Design and planning efforts used a theory of change to ensure that data informs department investments and focuses on addressing disparities**



# Design Phase

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- **Trends in Seattle's population-level data include:**
  - **Poverty for children of color remains higher than for White, Non-Hispanic children**
  - **Prevalence of reported violence amongst young people with an intimate partner is on the rise**
  - **Blacks & Latinos are more likely to be in unaffordable housing than Whites**
  - **Seattle White households are less likely to experience food insecurity than multi-racial, Latino, Black or Native Pacific Hawaiian Islanders**
  - **American Indian, Black and Latino elders are more likely than non-Hispanic Whites to be in poor health**

# 2014 Implementation Pilot

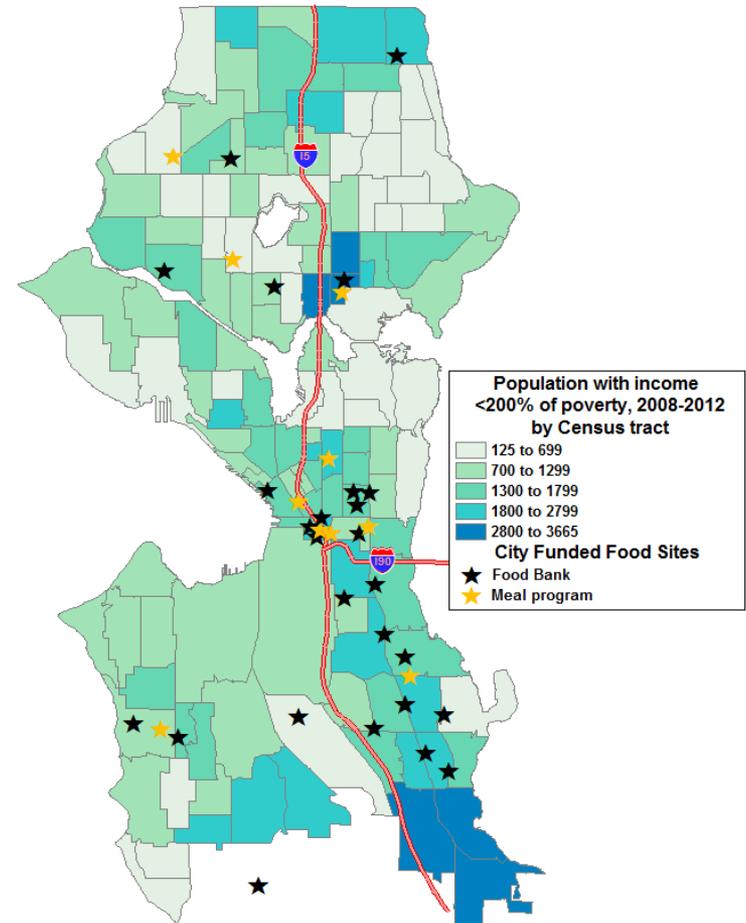
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- **Notice of Funding Availability (NOFA) released on June 16, 2014**
- **NOFA serves as an announcement for HSD's funding opportunities and lays out standard submission requirements and expectations**
- **Requests for Investment (RFI) released on July 21, 2014:**
  - **Food & Meal services**
  - **Senior Center investments**
- **NOFA structure creates predictability and begins to address historical challenges**

# 2014 Implementation Pilot

## Food & Meal Services RFI:

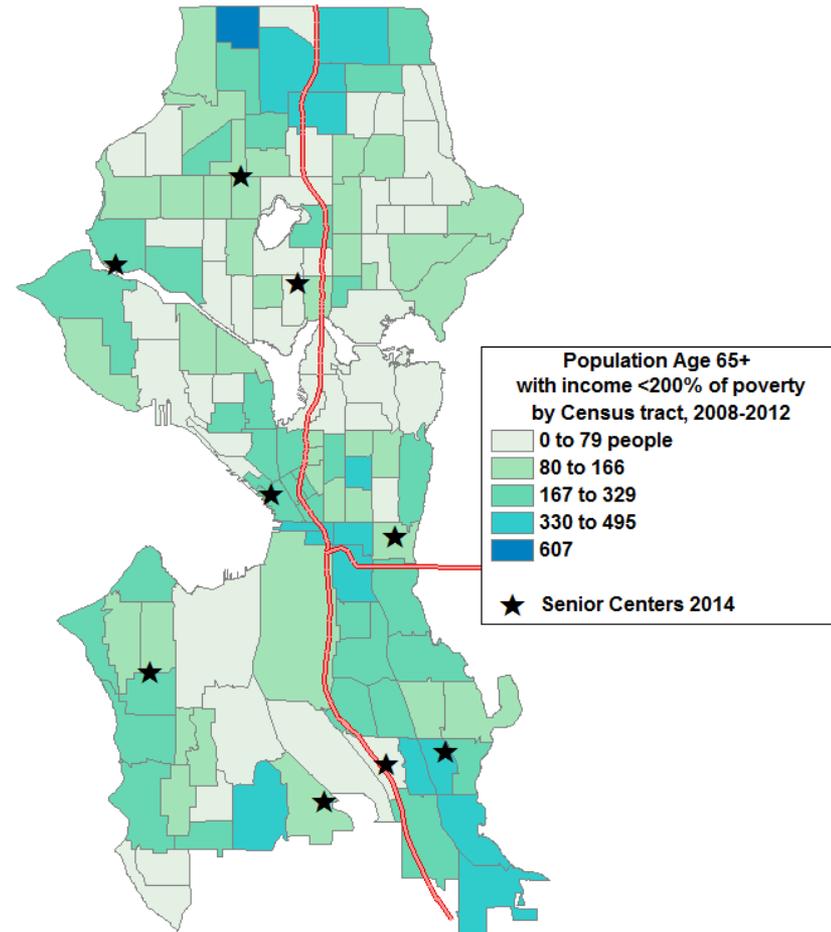
- RFI seeks to purchase direct food services & infrastructure supports
- Available funding for investment is approximately \$3.1 million (GF)
- RFI informed by significant stakeholder engagement, review of best practice literature, and data analysis



# 2014 Implementation Pilot

## Senior Center Investments RFI:

- RFI seeks to purchase health services, social work activities, outreach, and meal services
- Available funding for investment is approximately \$1.1 million (GF)
- RFI informed by significant stakeholder engagement, review of best practice literature, and data analysis



# Steady State Considerations

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- **Recommendation is to shift to a standard annual NOFA cycle at the start of each calendar year starting in 2015 and continue to build on work to date**
- **Key considerations for supporting HSD's shift to a "results culture" are:**
  - 1. Addressing capacity needs**
  - 2. Leveraging resources for collective impact**
  - 3. Aligning stakeholder interests**