



## City of Seattle

Edward B. Murray, Mayor

Human Services Department

Catherine Lester, Director

**Date:** March 6, 2017

**To:** Councilmember Sally Bagshaw, Human Services Public Health Chair  
Council President Bruce Harrell  
Councilmember Tim Burgess

**From:** Catherine Lester, Human Services Director (206-386-1143)

**Subject:** **Response to Green Sheet 265-1-B-2 that increases General Sub Funds support by \$475,000 in both 2017 and 2018 to Finance General and imposes a proviso for community connections in food banks**

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### **INTRODUCTION**

This memo is a request to lift the proviso in Green Sheet 265-1-B-2 based on the report below and a recommendation for contracting the appropriated \$475,000 of General Sub Funds upon council authorization.

The Green Sheet proviso imposes, “Of the appropriation in the 2017 budget for the Finance General Reserves BCL, \$475,000 is appropriated (and of the amount endorsed for 2018, \$475,000 is expected to be appropriated) solely for the provision of social service navigators at food banks. Furthermore, none of the money so appropriated may be spent until authorized by future ordinance. Council anticipates that such authority will not be granted until the Human Services Department (HSD) provides Council with a report including a description of: (1) the work and funding the City already does or contracts for that achieves the same outcomes for which the social service navigators are intended; (2) how new social service navigators would fit into the city’s existing portfolio of services; (3) how duplication of existing services will be prevented; (4) the plan for effectively achieving outcomes; and (5) how these services will be evaluated.” We hope this memorandum meets Council’s expectation for the Green Sheet proviso.

### **PROVISO RESPONSE**

**1) The work and funding the City already does or contracts for that achieves the same outcomes for which the social service navigators are intended:**

HSD does not currently fund connectors or navigators at food banks. However, the department does fund information and referral-type services across a number of divisions as outlined below.

Service	Lead Division	Description	Funding
Crisis Clinic	Aging & Disability Services (ADS)	Telephone-based crisis intervention, information and referrals to community services for youth, adults and older adults in Seattle-King County	\$156,932
	Youth & Family Empowerment (YFE)	<b>Performance measure:</b> individuals are stabilized and can seek additional resources	\$588,789
Community Living Connections	ADS	Culturally and linguistically appropriate information, referral, systems navigation for older adults and people living with disabilities  <b>Performance measure:</b> clients report positive impact due to services	\$1,701,175
Kinship Navigators	ADS	Assistance with urgent needs such as food, clothing, transportation, household items, school and youth activities, and one-time help with rent and utilities for kinship care providers  <b>Performance measure:</b> clients report positive impact due to services	\$76,306
Mayor’s Office for Senior Citizens	ADS	Information and referral services for older adults  <b>Performance measure:</b> clients receive information and referral services	\$50,000
Senior Centers	ADS	Social service support for older adults  <b>Performance measure:</b> clients report positive impact due to services	\$312,000
Family Caregiver Support	ADS	Social service support for caregivers of older adults  <b>Performance measure:</b> clients report positive impact due to services	\$326,863
Domestic Violence and Sexual Assault Legal Navigators	Mayor’s Office on Domestic Violence & Sexual Assault (MODVSA)	Intake, triage, placement with legal agencies, legal consultation, assistance and/or “day of” representation for DV/SA survivors in court, legal clinics  <b>Performance measure:</b> adult survivors obtain legal assistance	\$76,000
DV/SA Advocates	MODVSA	Information, referral, safety planning, education, accompaniment through social institutions, 24-hr crisis, interpreter services  <b>Performance measure:</b> adult survivors receive advocacy services	\$3,170,626

Service	Lead Division	Description	Funding
Housing Navigators	Homeless Strategy & Investment (HSI)	Documentation support, financial assistance, transportation, accompaniment to potential housing options, referral, exploring possible alternative housing placements (e.g., housing with family and friends)  <b>Performance measure:</b> clients obtain shelter or permanent housing	\$353,280
Day Centers	HSI	Job readiness and training, hygiene support  <b>Performance measure:</b> emergency needs are met	\$3,232,531
Homeless Outreach	HSI	Information, referral, triage, hygiene support, food  <b>Performance measure:</b> clients are connected to services and shelter	\$1,768,228
Family Resource Centers	YFE	Social service support for families and children, information and referral services, teen parent support  <b>Performance measure:</b> improve individual and family access to needed information and services	\$1,811,173
LGBT Information and Referral	YFE	Lesbian, Gay, Bisexual and Transgender (LGBT) resource and referral line, referrals to safe social service agencies, culturally relevant education, drop in center  <b>Performance measure:</b> clients are connected to community resources, food and hygiene support	\$185,500
Utility Discount and Vehicle Licensing Rebate Programs	YFE	Utility discount and vehicle licensing rebate for income eligible clients  <b>Performance measure:</b> supporting affordability and livability	\$1,985,954

In addition to the above services, non-HSD funded information and referral services include, but are not limited to:

- Five Department of Social and Health Services (DSHS) Community Service Offices - provides information and enrollment for many DSHS-funded services such as child care and SNAP. Offices are in Belltown, Capitol Hill, North King, Rainier Valley/Beach and White Center
- Seattle Parks and Recreation Community Centers
- Helpline Offices
- Regional Access Points

**2) How new social service navigators would fit into the City’s existing portfolio of services:**

HSD’s Youth and Family Empowerment (YFE) Division will lead the planning and contracting of these services. The department will conduct an expedited Request for Qualification (RFQ) process in line with the department’s goal of connecting people to resources during times of need. Unique to community connections is the direct access to clients in low barrier food bank environments. Location-based services will allow for immediate information and referrals for housing, job readiness, Apple Health, nutrition, child care, utility discount and others. It also allows for follow-up

with participants who return for regular food bank visits. This service strategy has the potential to align with other navigator, advocate, family resource and senior centers and direct community services.

In HSD's 2014 Food and Meals Request for Proposal (RFP) community engagement process, community members highlighted the need for additional funding to enhance the current emergency food system. Specifically, community members and current staff requested more dual-language capacity and community education at food and meal programs. Staffing connectors at food banks would meet this capacity-building need.

To align services, HSD will ensure that new contracts are monitored by Grants and Contracts Specialists holding other food contracts. Food bank connectors will be networked with other HSD-funded providers through monthly and ad-hoc meetings. HSD will ensure that social service connectors are culturally competent, have language capabilities and are reflective of food bank participants' cultures.

**3) How duplication of existing services will be prevented:**

Focus will be placed on new, under-employed frequent food bank patrons who “fall through the cracks” and often do not receive case management and other support services. A portion of food bank clients are on the verge of homelessness and are not eligible for services through traditional means. These clients will also be prioritized as a tactic for homeless prevention.

Key to limiting duplication and increasing alignment is to ensure that connectors are communicating across systems. HSD will provide technical assistance to ensure that food bank service connectors are networked with Regional Access Point representatives, Seattle Public Schools Family Support Workers, Seattle Family Resource Center Staff and HSD-funded case managers, referral specialists and other population-specific navigators. This will allow resource sharing and increased efficiencies in serving clients.

**4) The plan for effectively achieving outcomes:**

HSD will work closely with department's data team to develop effective and realistic performance measures which will be communicated with food banks and connectors from inception. At minimum, HSD will collect the total number of referrals as well as per household referrals made by connectors. The first 18 months will be conducted as a pilot period with HSD providing intensive technical support on data collection. Regular meetings will be convened to track progress and make immediate course corrections.

**5) How these new services will be evaluated?**

HSD will develop the evaluation metrics and data collection system with input from agencies. Evaluation of these services will mirror existing HSD performance evaluation built on the Results Based Accountability framework of setting quantity, quality, and impact measures embedded within provider contracts. Data consolidation, analysis and reporting will be done with consultation from the HSD data team. The process will be clearly outlined in each agency contract. Early data collection may be used to inform the 2019 Food and Meals RFP.

**PILOT PROGRAM RECOMMENDATION, 2017 – 2018**

HSD proposes to run an expedited Request for Qualification process for a contract pilot period of August 1, 2017 – December 31, 2018. Connectors will staff food banks across all council districts based on need and hours of operation. Selected agencies must have dedicated space for a work station, internet access and an intimate understanding of food bank clients in the district. Agencies will be responsible for supervising connectors and meeting performance measures.

**PROJECT TIMELINE**

<b>Deliverable</b>	<b>Lead</b>	<b>Completion Date</b>
Report to Council	Leadership and Administrative Division	3/22/17
*RFQ Released	YFE	4/3/17
*Awards Announced	YFE	6/1/17
*Contracts begin	YFE	7/1/17
Monthly intensive technical assistance	YFE, Seattle Food Committee, selected agencies	8/1/17
Year 2 contracts begin	YFE	1/1/18

\*Contingent on timing of funding appropriation.

**REQUEST TO LIFT PROVISIO**

The Department believes that the requirements of the proviso have been met and is therefore requesting that the proviso be lifted and the Department granted authority to appropriate the Green Sheet funding.