

Seattle City Council Confirmation Questions & Answers

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The Human Services Department (HSD) leads the City's work to connect people, especially the most vulnerable, with the resources and solutions they require during times of need to ensure everyone can live, learn, and work in a healthy and strong community. HSD's investments in the community are one of the largest sources of funding for the City's safety net and can have a significant impact on racial disparities in the City.

1) Why do you want to be the HSD Director?

My professional career in the field of human services for more than 25 years is rooted in my keen awareness of the critical role that social workers play in advancing equity and supporting people, particularly in times of need. As this city collectively tackles some of its most important and challenging problems, I believe HSD and the employees who work here offer unique expertise and solutions. My background, education, career, and experiences make me uniquely qualified for the role of HSD Director, and capable of working with a wide array of communities and constituents to address the needs of Seattleites together. I am a results-based servant leader committed to social change, community wellbeing, and racial equity.

I have held a range of positions inside of local government and as a direct service provider. I came to work at HSD, joining the department's Senior Leadership Team nearly six years ago, because HSD employees are the best and the brightest in this work. I've served as a Housing Manager with Lifelong AIDS Alliance, a Programs Manager with Solid Ground, and was the Lead Planner on short and long-range housing and human services related projects for the City of Kent. In all the roles I've held, I have been working to provide services and stability for people living in poverty. And my experience working with the Seattle Human Services Department drew me here and now calls me to continue leading this dynamic team of mission-driven agents of change.

I have held the Interim Director role for nearly a year now. During this interim period, I have sought and received advisement and feedback from multiple stakeholders inside and outside of the organization, including undertaking a 360 review. I have a solid understanding of the employees, our partners, and the communities we serve, and it would be a true honor to continue to serve in this role.

2) What are your major goals for HSD over the next three years? What do you see as the primary challenges facing HSD in the coming years?

Should Council confirm my nomination, I would like to continue to focus on six areas where HSD and our partners are currently working to make a difference. The main goal that threads through these six areas is to reduce racial disparities in our community.

- Prepare Youth for Success: HSD is dedicated to ensuring all children and youth transition successfully into adulthood. HSD's Youth and Family Empowerment (YFE) Division supports positive youth and family development through strategic investments in community safety, youth employment opportunities, mentoring and educational supports, affordable living, family support, food and nutrition, and behavioral and mental health programs.
- Supporting Affordability and Livability: In partnership with the Mayor's office and community partners, HSD provides services and programs that help keep our city affordable and livable. The goal of this platform is to ensure Seattle remains an inclusive and accommodating city for all residents. All programs, initiatives, and services aim to ensure that all people living in Seattle can meet their basic needs.
- Addressing Homelessness: In 2018, the City of Seattle is investing \$77.6 million in services to assist single adults, youth, families, domestic violence survivors, seniors and veterans currently at risk of or experiencing homelessness. HSD invests in services that provide emergency shelter beds, motel vouchers, food and meals services, day centers that provide showers, laundry, and a safe place to rest, as well as programs that help persons experiencing homelessness find jobs and permanent housing, and proactive programs that help individuals and families avoid eviction. HSD also funds programs that specifically serve school children and young adults experiencing homelessness.
- Promoting Public Health: HSD invests over \$12.6 million annually to Public Health in Seattle & King County, 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 abuse disorder services. The goal of the available programs and services is that all people living in Seattle experience moderate to optimum health conditions.
- Responding to Gender-Based Violence: HSD is committed to ending gender-based violence. HSD - Mayor's Office on Domestic Violence and Sexual Assault (MODVSA) strives to support individuals, families, and communities to obtain safety and stability. Annually, MODVSA invests approximately \$7 million in prevention, intervention, systems enhancement, and offender accountability programming. The Office also works in partnership with communities, non-profits, and government agencies to enhance the City of Seattle's response to gender-based violence.

- Promoting Healthy Aging: Seattle has adopted the Age-Friendly Communities framework---developed by the World Health Organization to address the environmental, economic, and social factors that influence the health and well-being of older adults. In efforts to ensure all older adults experience stable health and can age in place, the Human Services Department invests \$39.8 million in a combination of direct services and in funding in agencies that serve our older adults. Program and service investments are managed by the Aging and Disability Services division that support older individuals, those living with a disability, and their families.

If I were named Director permanently, my major goals for HSD over the next three years are:

- Show Results
HSD investments positively impact Seattle's population, meaning that our performance measures show impact in the communities we are serving.
- Hold to Public Stewardship Role
HSD spends the public's money responsibly, meaning that HSD operates within our budget and without audit findings.
- Improve the Employee Experience
HSD's goal is to be a great place for our employees to work, meaning that staff report their satisfaction through a variety of channels including the employee survey, connections with their supervisors, direct feedback to the director's office, and our Human Resources team.
- Enhance Innovation through Technology
HSD has a modern infrastructure, meaning that stakeholders can access the data they need

HSD is at the forefront of a number of our community's most pressing issues, and has a growing need for infrastructure to support our role in addressing these issues:

- Unsheltered homelessness.
- Transition of investments and services to a new regional entity to address homelessness.
- Increased costs of living and doing business in Seattle without increases in wages and staff development for service providers.
- Lack of a robust budget system and grants management system to track our funding from proposals to contracts to reporting on results.
- Low indirect or administrative rate (7%) offered to the department for staffing capacity, staff development and training, and innovation. If we are to be the national example, we have to modernize our technology and offer employees an equitable wage and continuous training and advancement.

3) What is your general philosophy for how to most effectively work with the City Council? How will you be responsible to Council Requests, in particular regarding priorities that differ from those of the executive branch?

One of my core values is open communication. That is how I hope to work with City Council members, their legislative aides, and Central Staff. Currently, I try to meet with Councilmembers on at least a quarterly basis. I would anticipate continuing that practice and am always open to meeting more frequently if a Councilmember wishes to do so.

Being responsive to Council Requests is a priority for me and my team; even if priorities differ from those of the Executive branch. I believe that we all have Seattle's most vulnerable residents' best interests in mind, which means that we're all on the same team, and will make every effort to respond in a timely, collaborative manner.

4) How will you ensure that Councilmembers and legislative staff receive timely information needed from your department for Council to make sound policy and budgetary decisions?

HSD is a team of nearly 400 employees who take the work and deadlines seriously. We make every effort to respond to information requests from Council in a timely manner. One strategy we have employed at HSD is to use technology to help us manage all the requests from Council, members of the media, and members of the public. Both our Homeless Strategy & Investments division and our External Affairs unit have recently begun managing complex tracking systems to ensure that we are accountable for Council Requests.

5) How will you work with other departments to achieve the goals of the City, particularly surrounding homelessness which touches many departments? How about outside stakeholders?

Collaboration with other departments is crucial to achieve the goals of the City. HSD employees regularly work with the Department of Neighborhoods on community engagement, Seattle Public Utilities and City Light on the Utility Discount Program, and the Seattle Police Department and the Parks and Recreation Department on addressing unsheltered homelessness, and Department of Education and Early Learning on youth development, as examples.

Last year when the Emergency Operations Center (EOC) was activated to address the homelessness crisis, or even more recently during the snow storms last month, we were able to complete a huge body of work because we were all based at one site, intensely focused on the tasks at hand. I carry those same strategies with me outside of the EOC, which entails defining a common goal, close communication, and creative thinking to accomplish challenging projects in collaborative ways.

The same strategies ring true for working with outside stakeholders. My Senior Leadership Team and I meet regularly with the Seattle Human Services Coalition; I host Executive Directors of key organizations to meet monthly, and my staff and I meet regularly with individual providers. Additionally, we convene or participate in several key advisory councils with community

members, particularly in our Aging & Disability Services, Homeless Strategy & Investments, and Mayor's Office on Domestic Violence & Sexual Assault divisions to build relationships and open communication.

6) In your position, how will you support the implementation of the City's Race and Social Justice Initiative? Can you provide some specific examples of the next steps you would like to see taken?

One of the factors in my decision to come to HSD six years ago, was the intentionality around the City's Race and Social Justice Initiative. Not only have I seen the importance of looking at societal issues through a racial and social equity lens in my work over the last 25 years, but I am committed to continuing my lifelong learning about my own privilege. I regularly participate in trainings and convenings focused on developing the skills required to shift HSD to an anti-racist, multi-cultural organization. I am also committed to listening to and centering the experiences of our staff and community members in our work.

Beyond my personal commitments, I support the City's RSJI through leading HSD as we intentionally focus our stakeholder engagement, planning and policy development, contracting and direct services, training and technical assistance, evaluation, and continuous process improvement, with a clear racial equity lens. We have racial equity as one of the foundational principles in our department, division and personal workplans.

Some specific examples of the next steps I'd like work together with staff on, should I be confirmed as Director, are:

- Implementation of the Department's Workforce Equity Plan, led by HSD's HR team, which includes increasing access to opportunities, seeking to more fully understand the impact of our decisions, and continuous assessment on our journey to become an anti-racist, multi-cultural organization
- A comprehensive wage equity review
- Diversifying the pool of applicants for our competitive funding processes, particularly supporting smaller, grassroots organizations who provide culturally-competent services to the most vulnerable members of our community
- Analyzing the impact of our operational policies on communities of color and improving policies to remove obstacles

7) Multiple employees have expressed concerns about hiring and promotion processes that continue to be influenced by institutional racism. What is your definition of institutional racism? What is your experience with institutional racism? What steps will you take to continue combating institutional racism and discrimination in the department and reinforce your own commitment to the City's Race and Social Justice initiative?

I define institutional racism as intentional bias built into systems and structures that provide power to some and not others based on race. This is different from individualized racism, which I define as the bias and treatment of individuals by other individuals based on race.

The impacts of institutional racism play out throughout HSD's work areas. For example, we know that homelessness is the result of many institutional and systemic failures; failures in systems such as criminal justice, foster care, physical and behavioral healthcare, education, and housing. We see huge racial disparities in populations that experience homelessness due to these system failures. Therefore, it seems true that these systems or institutions are serving people with a clear racial bias built in. I also have seen first-hand my own success with systems that do not operate for or provide the same result for people of color. I recall coming of age during the AIDS crisis and watching my close friends of color struggling to access healthcare and hold their jobs, while my white friends seemed to have a more successful time. In this example and in so many others the structural racism that offers success for some and not for others has very real and devastating impacts. At times it can be the difference between life or death.

I acknowledge that as a white man I move through life with access and privilege. I also acknowledge that many of the institutions and systems I interact inside of, including the City of Seattle, are designed for me to succeed, and designed with some bias that keeps others from similar success. As a leader with such privilege, it is my responsibility to first educate myself, and remain aware and cognizant. I have an obligation to seek other spaces to gain new perspective as I make decisions, and to invite others to join tables where I have a seat. These are critical to ensure I am held accountable to communities of color internally and externally. As an example, each month, I review a workforce equity dashboard to gain insights into our hiring, promotional opportunities, and separations. This provides data on each division and allows me to engage with managers across the department to ensure we are actively addressing bias in our practices.

On my own journey, I have taken the Undoing Institutional Racism course several times during my career, including during my tenure at HSD. I plan to attend again in April 2019. I have also taken advantage of the trainings offered through the City of Seattle, participated in racial equity retreats hosted by Leadership Tomorrow, King County, and the City of Seattle, and have attended local and national conferences on racial equity, and read countless books and articles as part of my social work training.

More importantly, I have created a practice of joining groups like the RSJI Change Team in their meetings, monthly meeting with the Change Team Co-leads, joining my cabinet colleagues for a forum on equity, and staying connected to my LGBTQ community where diverse perspectives are discussed and debated. It is also my responsibility as a leader in this organization to hold space for racial equity to be discussed, to be challenged, and to be elevated. This is part of our continuous work together in HSD, in the City and in the community.

8) What is your plan to implement the Age Friendly Action Plan? What additional steps are necessary to make Seattle truly age-friendly?

Mayor Durkan's and the City Council's shared focus on progressive values are reflected in the [Age Friendly Seattle Action Plan](#), specifically through actions to reduce race and social inequality, address the needs of refugees and immigrants, and more broadly accommodate the needs of the City's LGBTQ population -- the second-largest in the U.S. with 12.9 percent of the community

identifying as LGBTQ+. Early 2017 actions included community equity forums to explore the unique vulnerabilities of LGBTQ elders and those unique to women. The Age Friendly Seattle Action Plan was developed with and will be reviewed annually through the racial equity lens provided by Seattle's Race and Social Justice Initiative. The Age Friendly Seattle Action Plan identifies strategies for improvement in each of "the eight domains of livability," a framework developed by the World Health Organization to address the environmental, economic, and social factors influencing the health and well-being of older adults.

In 2018, the Human Services Department stood up our Age Friendly Office to collaborate with other City departments on implementing the Action Plan. These are dedicated staff to liaise with other departments and other community partners to keep driving Seattle to be more Age Friendly in 2019 including things like creating an Affordability Portal, embedding Age Friendly in transportation planning, and addressing universal design and social isolation.

In 2019, I am particularly focused on implementing three items in the Action Plan:

1. Embedding financial literacy education and the utility discount program into the city's Affordability Portal.
2. Developing a pilot bench program through the One Center City Near-Term Action Plan that will enhance transit user experience by providing quality seating for people within a quarter-mile of transit stops.
3. Expanding the Regional Reduced Fare Permit (RRFP) program to enroll more older adults of color.

9) Can you discuss the department's intentions regarding SHARE/WHEEL's funding, performance assessments, and contract, particularly in light of the Council's unanimous passage of funding in the 2019 Budget that was used to support SHARE/WHEEL and the issuance in December 2018 of a full-year contract for SHARE/WHEEL?

The department holds a contract with Catholic Community Services on behalf of the shelter program operated by SHARE/WHEEL. We are appreciative of the progress SHARE/WHEEL made in 2018 with respect to exits to permanent housing. That work is important. There remain some areas of concern, particularly around data quality. The structure of the contract, split between two six-month periods, is designed to incentivize further improvements in SHARE/WHEEL's performance, and in no way disregards the work they have done to date.

As you know, SHARE/WHEEL shelters were not awarded contracts through HSD's 2017 RFP due in large part to unacceptable performance. The 2017 RFP scored performance in the following categories: length of stay, entries from homelessness, rate of exit to permanent housing, utilization, and returns to homelessness. Of a possible 40 points, SHARE received 8 points, and showed zero exits to permanent housing; and the WHEEL shelter received 16 points, also showing zero exits to permanent housing. Thus, neither proposal was selected for funding in 2017. This decision is in alignment with [Ordinance 125474](#) passed by City Council in late 2017 mandating that the Human Services Department utilize a Results-Based Accountability framework for designing human services investments.

In 2018, to help transition clients from these shelters to the City's increased enhanced shelters, other service providers or housing, Mayor Durkan proposed bridge funding for SHARE/WHEEL for \$320,552. Council then proposed its own measure to provide \$455,000 from the sale of the Comms Shop (ORD 125534) for the second half of 2018.

In the Mayor's budget proposal, she included funding for basic shelter including SHARE/WHEEL through June 2019 to ensure the shelters would not close in winter. The Mayor's budget also proposed a significant increase in 2019 to the City's overall shelter capacity, which now has 88% more enhanced shelters than 2017. As you know, the Mayor has focused on increasing accountability and program exits to permanent housing, and our 2018 data shows that [enhanced shelters](#) report program exits to permanent housing at five times the rate of basic shelters. Through our partnership with the County, additional enhanced shelter space is coming online in the Spring and Summer of 2019.

Ultimately, Council proposed [an additional](#) \$378,000 for basic shelters in 2018 and \$756,000 in 2020, which passed the full City Council. While Councilmembers clearly expressed a preference for the funding for SHARE/WHEEL, the Human Services Department does have discretion on its contracts for basic shelters, and the Department will continue to articulate clear goals and accountability measures for all of its providers, even the providers and programs who are not subject to performance pay.

Progress was made in 2018 by SHARE/WHEEL on exits to permanent housing and work is still needed, particularly with respect to entries to the shelter from homelessness and bed utilization. These directly impact the ability of the SHARE/WHEEL shelters to serve the most vulnerable populations, the mission of their and all shelters in the homeless crisis response system. We understand that the rate of entries from homelessness is low due mainly to nearly 30% of the data entries are listed as "missing/unknown." Related to this, SHARE/WHEEL needs to continue to improve its data completeness, which looks at the percentage of data fields that are completed compared to the percentage of "don't know," "data not collected," and "refused" fields. SHARE/WHEEL's completeness rate is 59% compared to the basic shelter average of 84%. Improvement in data quality is fully within the control of SHARE/WHEEL.

The second six months will be awarded assuming continued progress on meeting goals. HSD will monitor all performance indicators on a monthly basis, and regular communication with SHARE/WHEEL will ensure there are no surprises. To reiterate, our intention with this contract structure is to encourage full realization of their mission to serve the most vulnerable persons in our community and continue to help them achieve permanent housing, which is the method by which homelessness is ended.

HSD had a positive meeting with Catholic Community Services and SHARE/WHEEL on March 18, 2019, to outline the elements of a Performance Improvement Plan (PIP), which are steps SHARE will take in partnership with HSD to improve data entry practices. This includes a focus on data completeness, exits to permanent housing and utilization. This information is critical for HSD to

be able to respond to questions about the work of our shelter system. If this plan is affirmed by SHARE in the next week, then we will begin moving forward together.

10) What specific and measurable outcomes should HSD look to when measuring success both within HSD and externally with human service providers?

HSD contracts have program performance measures that our team reviews very closely. These are developed during the planning and community engagement process that typically leads to a Request for Proposals (RFP). These program performance measures are the cornerstone of our contracts and these goals or expectations are monitored and audited regularly.

Specifically, we monitor contracts to ensure that we are reducing racial disparities and performing in these key results:

- All youth in Seattle successfully transition to adulthood
- All people in Seattle are able to meet their basic needs
- All people in Seattle are housed
- All people in Seattle experience moderate to optimal health conditions
- All people living in Seattle are from violence
- All older adults experience stable health and are able to age in place

On the other side, looking inward at the operations of our organization, I would like to delve into how HSD is serving our providers and offering quality customer service in the areas of contract execution timeliness, invoice payment timeliness, and our responsiveness to technical assistance requests, should I be confirmed. HSD's role as a public steward is hugely important to our community providers, to minimize their risk in performing the services for which they're contracted.

I would love to survey our providers to share what's working and what's not working. I am also interested in establishing clear outcomes for each employee. These are done through work plans and monitored through regular check-ins and evaluation. That said, I need to also be held accountable by HSD employees. This is done through tools like an Employee Survey, but is also present in data like employee retention and promotional rates. I monitor a workforce demographics and equity dashboard on a monthly basis. This helps me understand if there are rates of separation or hiring or employee policy flaws that are impacting specific groups of employees.

11) What is your organizational management approach? How will you review internal operations at HSD to determine if they warrant improvement? What is your leadership approach?

I am a results-based servant leader committed to social change, community wellbeing, and racial equity, and look for partnerships to advance these core tenets. I am a very collaborative leader, and value open dialogue and reaching consensus, where possible. That said, I also understand there is a time to be the decision maker and am comfortable in that role as well. I value

continuous professional and personal development. It is these values that led me to create an internal advisory committee of staff when I became Interim Director, and also to create an external advisory committee of providers and key constituents to help me navigate the issues I face as a leader. It was this same desire for continuous improvement that motivated me to conduct a 360 evaluation several months in to my interim role.

There are several ways that I review internal operations:

- Monthly meetings with the Change Team leads to talk about issues
- Attending Change Team meetings
- Monthly meetings with the ProTec 17 Labor union lead
- Commitment to participate in Labor Management Committee meetings
- Floor check-ins to talk informally with staff who are in several different locations, including Renton
- Open Door policy to talk with any employee
- Walking the floors to develop relationships with staff
- Department-wide suggestion box for ideas
- Weekly meetings with Division Directors
- Weekly emails to all staff
- Workforce Equity Dashboard to track new hires, departures, promotions, and Out-of-Class opportunities
- Additionally, HSD has quarterly meetings with supervisors and two all-staff meetings

12) What is your vision for a system to respond to gender-based violence? Do you feel any changes are necessary to the services supported by the City?

The Mayor's Office of Domestic Violence and Sexual Assault (MODSVA) within the Department is centered on collaboration with people with lived experience, service providers, and criminal justice partners. Our vision is to strengthen those relationships, so we all have a broader view of the complex issues to form more wholistic solutions. One way we do this is through the Domestic Violence Prevention Council, which I co-chair with Police Chief Carmen Best, City Attorney Pete Holmes, and City Councilmember Lorena González. Another is through a partnership with the Coalition Against Gender-based Violence and by facilitating monthly stakeholder meetings.

The department will be focusing on innovation and technology in 2019 by looking at what support survivors need to combat batterers who use technology. Additionally, the staff is looking at expanding the "Day One" program that agencies can use to access beds and services in real time for victims in need. We will also be working to stand up a coordinated entry system for survivors to access shelter and housing. MODSVA also is looking at how to best address educational campus issues related to gender-based violence as well as what culturally-relevant supports are needed for our immigrant and refugee communities, and also for indigenous

women. Further, the department is continually looking for ways to raise awareness through special events and by promoting national campaigns.

Council Questions Previously Submitted by Councilmember Mosqueda

1) You've held different jobs in HSD for a number of years; what changes have you seen, what changes have you implemented, what changes would you like to see?

Implementing Results-based accountability (RBA) has been a foundational change that has maximized our ability to talk about our successes and identify opportunities for improvement. RBA is a framework for making data-driven decisions, both in the community and within organizations, to move beyond talking about problems to acting to solve them. HSD has implemented RBA both internally and in our external investments in the community. For example, we used to RBA to identify a path for our stewardship of public dollars, resulting in zero audit findings from the state auditor this year. We use it to connect the daily work of staff to the results needed in the communities we serve. In our external investments, HSD has included performance measures in our contracts with human services agencies to measure the impact of those investments within the populations and communities that we serve and ensure we're on track to meet our goals.

I began my work at HSD as a Division Director managing an anti-poverty body of work that included homeless services systems and investments, domestic violence and sexual assault planning and investments, food stability, Community Development Block Grant and other federal grant administration, and administration of the countywide Homeless Management Information System. In my positions as Division Director, then Deputy Director, and now Interim Director, I've had the incredible opportunity to be part of the team that has implemented drastic changes to how Seattle has invested in homeless services so that we are better serving people experiencing homelessness. These changes include the creation of a Division solely focused on homeless services (Homeless Strategy and Investment), the completion of a 2015 Homelessness Investment Analysis, the creation of Pathways Home which prioritized a connection to housing from the homelessness system, creation of and improvements to the data we collect and use, and the 2017 release of a competitive funding process for the first time in over a decade. These changes are foundational to the City's next big challenge in 2019: the creation of a new regional entity. I believe the new entity is critical to helping more people create expedited, permanent pathways out of homelessness and helps build on the One Table work I helped facilitate to address root causes.

While homelessness gets a lot of attention, it is only a fraction of what HSD does. I am proud of our work to pilot new collaborative funding processes in both the Youth and Family Empowerment and Aging and Disability Services Divisions. We are continually looking for ways to improve the process to achieve results for the people who need it the most. I look forward to learning from these collaborative approaches and am already partnering with the Seattle Human

Services Coalition to redesign future funding processes to incorporate provider input and center client experience.

I look forward to improving our data collection and evaluation across all our work, working on wage equity both for our providers and for HSD staff, who are also in need of pay increases. Additionally, I look forward to working with Council to address the severe staffing shortage we have relative to the increase in budget, programming, and profile of the work we do. I am committed to the ongoing work of racial and social justice both internally and with the communities we serve. I am excited by our work building a data team, a risk management team, and a communications team, and working to support community organizations with trainings and technical assistance. We've overhauled our funding processes, our monitoring practices, and our results reporting. Of course, there is always more work to do, but I believe we are on a solid path of continuous improvement.

2) In this era of the #MeToo movement, what policies and positions have you proactively taken to support workers and make your department harassment and discrimination-free?

Supporting the HSD workforce and ensuring we can all do our jobs in a supportive, positive, safe environment is of incredible importance to me. I firmly uphold HSD's value that everyone has a right to work and live free from harassment, discrimination, and threatening environments. In accordance with the Seattle Department of Human Resources, HSD adopted a Nondiscrimination and Anti-Harassment in the Workplace policy. It establishes policies and procedures to ensure that HSD is a workplace free from discrimination and harassment.

Over my tenure at HSD I have hired and retained a women-led Senior Leadership Team (100%), the majority of whom are women of color. This past year I led the development of and execution of a workforce equity plan. That plan helped to review and improve HR policy and hiring practices, helped us to offer development and promotional opportunities for employees at all levels, and aimed at improving the employee experience. In addition, I conduct regular floor check-ins with HSD Staff in the Seattle Municipal Tower, the Central Building and the Renton Office. These check-ins provide an opportunity for employees to ask me and my senior leadership team members questions about department policies and issues. It also gives me a chance to reiterate my open-door policy to ensure employees know that I am available to discuss any issues in private. I meet monthly with the co-chairs of the department's Change Team, and the leadership of Local 17, which represents many of our staff to build those relationships and address arising issues. It's my duty as a leader to create a workplace where staff are encouraged to speak up and speak out if they feel threatened or have experienced harm.

I have a long-standing commitment to addressing gender bias and ending gender-based violence. I was a founding board member of the Men's Network Against Domestic Violence and successfully implemented a training for coaches in Kent Public Schools and City of Kent Parks and Recreation programs about how to talk to boys about treating women/girls in school, sports, families, and in community with equity and kindness. I also worked for several years to improve

access to social and legal services for women involved in the Kent Municipal Court system who had fallen victim to harassment or physical abuse.

When I became Interim Director of HSD in May 2018, I convened a staff advisory group comprised of HSD employees from various Divisions and job classifications in the department to give me direct feedback and recommendations on my leadership direction. HSD's HR Director is part of my executive team and we huddle about four times a week as well to identify and address any issues.

3) Your department supports some of the most under-valued work in our City. What ideas do you have to share the value of the work your team and your contracted organizations do?

We are building our communications function and focusing on strategic community outreach. We send regular community updates related to the Human Services Department, Homelessness Response, and Aging and Disability Services. The Homelessness Response Report provides an update to community groups and businesses in Seattle and includes the quarterly results we share with Council, as well as stories from the field and quick infographics. We also use the Lifelines and AgeWise King County newsletters to provide community members with updates on HSD's work and available resources. As part of the work we are doing with community in preparing our RFQ on preventing recidivism, we added an online component to help augment the community meetings we held.

Additionally, we have developed a partnership with Real Change to promote other resources the department has, like the utility discount program and our aging and disability support line. We are working with the Human Services Coalition and providers to improve processes and outcomes, so there is a more positive story out there to share. In addition, HSD and the Human Services Coalition are in the process of building a shared messaging framework together. We have developed a good working relationship with media and are working to improve our social media presence. Our staff members also engage communities directly with the work we are supporting through our funding processes.

While this is a step in the right direction, there is much more I would like to do. HSD does not have staffing capacity or sophisticated tools in place to better the visibility of our work. Many providers do not have this expertise or the staffing capacity to broadly share their important work. I see this as a human services sector need and is one I hope to promote.

4) It's important for the City to have a unified plan around homelessness and human services – how do you anticipate the regional governance structure will work with your department? What challenges do you see? How can you facilitate a clear and proactive communication with your contractors? How can you ensure the Executive and Council's priorities are met through this process?

While the general framework for the regional governance work has been identified and shared with the City Council during a meeting of the Select Committee on Homelessness and Housing

Affordability on January 14, 2019, the implementation process is in development. My colleague at King County Department of Community and Human Services, Leo Flor, and I will be key partners in moving the work forward with the Mayor's office, the County Executive's office, people with lived experience of homelessness, both City and County Councilmembers, and the regional partners such as those in the business and philanthropic communities and the Sound Cities Association. I will be in close communication with the consultants at Future Laboratories, who will be contracted to assist in this process, and Leo and I have already established a monthly meeting with the executive directors of our providers to surface issues, advisement, concerns, or experiences that need to be incorporated into the work. I look forward to discussing and hearing the input of the Seattle City Councilmembers during my regular meetings with you and your colleagues. I look forward to hearing how Council would like to participate as we work on the joint resolution supporting Future Labs' recommendations for system change.

This is where my tenure at HSD is an asset as I bring my good working relationships with our county partners and providers, 25 years of experience in social services and government issues, and a national network of colleagues who I can call on for advice and insight. I know the HSD staff and the Local 17 representatives very well and have ongoing communications channels with each. I will be using all of these networks and relationships and collaborative leadership to move the process forward in partnership with the Mayor's Office.

5) Many of the populations you serve and workers at HSD are women and people of color. I believe leadership should be aware of privilege they may carry and that we need to have leadership diversity that represents who we are as a City. Can you tell me what you do to address privilege? To address concerns of race, gender or other ranked status that come up?

My motivation and commitment to working in social services for over two decades is deep and personal. I was born the son of a teenage mother, and my family lived in public housing when I was growing up and used many of the same services that HSD provides to survive and find stability. Today, my mother, brother and I no longer live in poverty. Many of the friends and neighbors I grew up with, majority of whom are people of color, still do. I am keenly aware, as I was in my youth, that the services that assisted my family, don't benefit all families. Race matters in whether people experience poverty and how they are served in social services systems to help break its cycle.

As a gay man, I also understand the intersectionality of oppression. I too have experienced discrimination. I too have experienced and been close witness to hatred and bigotry. I work very hard in my personal life and as a civic leader to eliminate the culture of oppression that keeps so many of us from thriving.

As a decision-maker and a leader, it's essential to both seek opportunities to understand and reflect on my privilege as a white male and to offer those opportunities to my employees. I have taken Undoing Institutional Racism (UIR) training several times and supported over 200 HSD staff members in attending Race and Social Justice Initiative (RSJI) and UIR training in 2018. That is not

in and of itself enough, but it provides common language and experiences to carry on the conversations and actions we take as a government.

When I became Interim Director, I convened a staff advisory group, comprised of people across divisions and job classifications, as well of racial and gender diversity, to guide and advise me in my leadership. I continue to be grateful for HSD's eleven-member senior leadership team, which includes six women of color, who are subject matter experts in each of their areas and my most trusted advisors.

In addition to working to understand my personal biases, HSD holds racial equity as an essential value to our mission: to connect people with resources and solutions during times of needs so we can all live, learn, work, and take part in strong, healthy communities. As such, HSD has incorporated racial equity performance measures in all contracts with agencies that have been awarded after a request for proposals (RFP) process.

Internally, HSD tracks workforce promotions, hiring and exits on an internal dashboard to understand if the race and ethnic identities of our staff mirror the populations of Seattle, King County and our clients. A fifth (20%) of HSD's workforce is African American, compared to 6% of King County's population, 8% of the city's population, and 14% of the clients that we serve. In contrast, 7% of HSD employees identify as Latina/Latinx/Hispanic, which is in line with the population in Seattle (7%), but far below the representation of the population among our clients (16%). This is something that I am tracking. I review by division and by unit with my leadership team so we are actively adjusting strategies for recruitment, training, and promotion. One of the changes we've made has been to change our hiring practice to reduce implicit bias during the process.

Who are the Permanent HSD Employees?							
Division	ALL HSD Employees	% American Indian	% Asian	% Black	% Hispanic	% Not Specified	% White
ADS	192	2%	16%	20%	5%	3%	54%
HSI	38	3%	8%	16%	8%	0%	66%
LAD	69	0%	38%	19%	7%	1%	35%
YFE	58	0%	28%	24%	14%	7%	27%
HSD Total	357	1%	21%	20%	7%	3%	47%
2014 King County Population	N/A	1%	15%	6%	9%	5%	64%
2014 Seattle Population	N/A	1%	14%	8%	7%	5%	65%

2016 Population We Serve	N/A	2%	16%	14%	16%	25%	27%
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I meet monthly with our Change Team leads, and our leadership team had two retreats with them last year to promote understanding and collaboration. I have committed to going to twelve Change Team meetings this year as part of my ongoing journey to address privilege and my own leadership values of equity, access and empowerment.

Seattle City Council Confirmation Questions & Answers

Jason Johnson, Human Services Department

March 27, 2019

13) What are the most significant public health issues confronting Seattle, and how would you propose the City respond to them?

The Human Services Department invests over \$12 million annually to Public Health in Seattle & King County, 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 abuse disorder services. As part of my schedule as Interim Director, I meet monthly with Patty Hayes, Director, Public Health – Seattle & King County, and Leo Flor, Director, King County Department of Community & Human Services to coordinate issues and discuss health-related strategies. I also have two HSD employees participating as board members of Healthier Here, King County's Accountable Communities of Health that together cover the entire State of Washington in partnership with the [Healthier Washington initiative](#) which seeks to transform health and health care. As I look ahead for Seattle, there are several key issues that we as a city and a region must confront:

- **Intersection of Homelessness and Behavioral Health Issues**

As we begin to create a more coordinated regional response to individuals living homeless, we need to make an extra effort to ensure that this response is coordinated with the evolving behavioral health system in King County. While it is important to not totally conflate homelessness with behavioral health disorders, it is equally important that we ensure our processes and solutions take fully into consideration those with mental health disorders, substance use disorders and the many living with both. Fortunately, Medicaid-funded behavioral health has existed for a long time, and will continue to exist, through a county-wide structure. This includes how additional services are funded through the King County Mental Illness and Drug Dependency (MIDD) tax. Individuals who are both living homeless and have a behavioral health diagnosis are likely among the most vulnerable people in our community. Only when we find effective ways to both house and provide treatment for these individuals, we will truly find success in addressing the full scope of their homelessness.

- **Overdose, Overdose Deaths and Early Mortality of Those Using Alcohol and Drugs**

While much of our community's recent discussions and interventions have focused on opioids, both prescribed and illicit, it is the impact of overuse and death related to all drugs, including alcohol, in our community that needs to be of great concern from a public health perspective. We must continue to coordinate our efforts with our State and

County partners to ensure individuals have access to a full range of services from harm reduction to treatment-on-demand to recovery support.

- **Spread of Communicable Diseases**

From the recent measles outbreak in southwest Washington to the increase of reported HIV transmissions among intravenous drug users here in Seattle, we must stay vigilant in preventing the outbreak and spread of communicable diseases. This will require the advocacy for State funding that allows Public Health-Seattle & King County to respond quickly to these outbreaks as well as ensuring that we are coordinating services and interventions, particularly among high-risk populations.

- **Access to Care**

We are standing at a threshold of moving to a place where everyone in our City has access to comprehensive affordable health care - from the Medicaid Transformation initiatives to federal, state and county proposals to expand health care coverage to all people, which City Council has affirmed. We must continue to coordinate our efforts and resources to not only ensure access to physical and behavioral health services but to also addressing the social determinants of health and eliminating health disparities.

14) What services and supports are most essential for youth and families to succeed and what, if any, changes would you make to the array of services that support youth and families?

The Human Services Department is dedicated to ensuring all children and youth transition successfully into adulthood. HSD's Youth and Family Empowerment (YFE) Division supports positive youth and family development through strategic investments in community safety, youth employment opportunities, mentoring and educational supports, affordable living, family support, food and nutrition, and behavioral and mental health programs.

HSD and the Mayor's Office are working together to increase the value of the department's youth employment program by making it year-round and focusing programming around career exploration and developing career-ready skills. Additionally, the department is working on leveraging our contracted agencies to provide employment opportunities for youth in the community.

Affordability is going to be an increasing body of work as the department looks to support families living in Seattle, as the cost of living increases. Currently, HSD staff operate both the Utility Discount Program and the Vehicle License Rebate Program for eligible residents.

Additionally, I wholeheartedly support the department's leadership in aligning the city's efforts around food security, including work to decrease consumption of sugary beverages and improve health outcomes, looking at food service gaps in the community, and overseeing funding processes to drive access, distribution and coordination around food programs.

Finally, I am proud of the community work that the department has done in preparation for the Community Safety RFP that is being issued in May 2019. With provider and community input, HSD is developing a theory of change to improve outcomes for justice-involved youth and adults. This RFP allows us to focus on this population in 2019 and to focus on at-risk youth in 2020 through the youth development and youth employment funding opportunities (RFP).

15) What will you do to continue moving HSD toward results-based accountability for its programs? What lessons did you learn from the initial implementation of this approach to contracts at HSD?

HSD uses performance-based, data-driven efforts that follow the Results-based Accountability program to invest in nonprofit organizations that demonstrate an ability to effectively serve those most in need. Under [Council Bill 119125](#), passed in November 2017, HSD contracts with community-based service providers for specific outcomes, while leveraging City resources for maximum impact on reducing racial and other disparities. This is to ensure the most critical human service needs are met.

In 2019, the department is mapping out systems around safety, health, and affordability as they affect specific populations and even subpopulations. Second, we'll engage our funding partners to understand what they're funding, share what we're funding, and then develop a plan to fill the gaps together. This is true RBA: when a network of funders can align so that we're all contributing effectively to achieve real results for people in our communities.

Now that HSD has been operating under the RBA framework, we have learned that there are opportunities to refine some of our processes to be much more explicit and intentional about the results we are working together to achieve. A great example is that, in HSD, we say we "lead with race," and that's reflected in the result we want to see: "people of color do not experience disparities." However, to achieve that in our funded programs, we need to be intentional about the performance measures we expect and to identify that in the planning stages and community engagement as well as the call for Requests for Proposals. We are doing this for the first time in 2019.

16) The recent Employee survey showed substantial decreases in key areas over the last year. What do you believe contributed to these declines and what changes do you intend to make to address them?

There is no doubt in my mind that the staff of the Human Services Department are some of the hardest working people I know. The work we do is difficult --we work with people experiencing some of the most stressful and vulnerable times in their lives. In addition, the work HSD does is the subject of intense scrutiny for accountability and results, particularly around homelessness.

It is critical that we receive feedback from employees on how we are doing as a department to best support them, and our community.

The 2018 survey asked 19 questions about HSD's communication, culture, development and training, employee value, and the department's commitment to race and social justice. The survey is an important tool to provide an opportunity to learn the needs of the department and how we build a culture that supports our work and our employees. The results provide an opportunity for me and department leaders to have insight into our employee experience. Over the past year there has been a shift in both mayoral and departmental leadership and a major initiative moving forward with the City of Seattle and King County to change the governance structure promoting a deeper collaboration to address homelessness. Like the leadership changes we had in 2014, when we initiated this survey, leadership changes and this new significant major initiative could change the structure of HSD; this creates anxiety within the organization and could be reflected in the survey. This need to create stability as a department and to ensure employees with community are at the forefront of our processes as we move forward are critically important to me.

I want to express my commitment to lead with race and social justice through a welcoming culture for all employees and my commitment to open transparent communication. While the survey is one of many tools to receive critical feedback from employees, it is what we do with this information that is essential. I am committed to working with staff, managers, the Change Team, Caucus Leads and the Senior Leadership Team to increase communication and transparency.

Since my time here in the department, the leadership of HSD has intentionally created opportunities to engage with all staff. When I became Interim Director, I held continuity of these practices and participated directly in floor check-ins, weekly and work-unit huddles, retreats, supervisory communities of practice, sent out Lifelines newsletter, responded to submissions to the online suggestion box, instituted an open-door policy, engaged with internal and external advisory boards, organized Director meet-and-greets with new employees, and conducted informal exit interviews with staff leaving the department.

I am firmly committed to continuing this engagement, should I be confirmed, and will look to find ways for continuous improvement on making HSD a great place to work. Immediate actions are:

- Participation in the Labor Management Committee
- Participation in Change Team
- Participation in White Caucus
- Bring back "Staff on The Move" practice for tracking new staff, leaving staff and promotional and Out-of-Class opportunities
- Hold forums for employees and leaders to work together

Another critical first step in helping department employees and leaders move forward together will be the development of "healing" or "peace" circles, which employees have asked for. I have committed to holding time together with employees to discuss and acknowledge pain points as we conduct our work. Many HSD employees have been trained in how to facilitate peace-making circles and these trained employees will be instrumental in helping us to come together to

define next steps. I am a collaborative leader and want any changes to practice or policy to be developed in partnership with employees. These peace-making circles will be scheduled this spring and I look forward to participating.

17) What areas do you believe employee input can improve the functioning and effectiveness of the department?

There have been many issues that have been raised in the past few months and working with employees to understand what they need is primary as I undergo the confirmation process.

The employee survey surfaced some key themes around recognition, communication and race and social justice issues. While these are broad themes, found in many organizations, we need to find a way to probe these with staff to learn what they mean in particular for HSD employees.

Part of our work is to make sure our staff have the resources we need to operate and manage effectively. This means that we have enough staff to improve the effectiveness and functioning of the department. HSD, for example, has been investing in data staffing, but has not had the budget to acquire technology that would help us report out more efficiently. That creates a great deal of stress on staff to take 20 steps, for example, when they could take five.

I have heard from staff across the department that they feel they need additional development opportunities to do their jobs better. The department has operated for years without a training and development budget. If I am confirmed, I will be working with the Mayor's office and you to address this through the budget process. I cannot expect the employees of this department to implement new priorities and activities within the department if the City is unable to provide them with the skills and technology they need to perform these duties. In turn, HSD staff are not in a position to offer service providers the technical assistance they need to improve the quality of their work for better results in our community.

HSD staff are committed to their work and bring good ideas to problem-solve every day. I remain open to hearing their ideas and, should I be confirmed, in a position to advocate for what they need to fully develop their ongoing potential. For example, we just launched our new SharePoint-based InWeb to keep people better informed and to ensure employees know how to access the information they need. I have asked our team to develop a consistent way for staff to track hiring, leavings, and promotions for the InWeb, which was a request that came directly from staff input. Additionally, I am interested in being very intentional about creating the culture we want to work and thrive in here at HSD. If confirmed, I will be implementing a departmentwide discussion using a culture design framework to co-create a workplace that improves how employees and leadership work together to implement our work – and does so in a manner where everyone feels heard and valued. This too was an employee idea and I look forward to making it happen. will be implementing a departmentwide discussion using a culture design framework to co-create a workplace that improves how employees and leadership work together to implement our work – and does so in a manner where everyone feels heard and valued.

18) Many HSD employees expressed concern that they were not provided an opportunity for input in selecting the next Director, despite promises of the contrary from the Mayor's office. What steps do you plan to take to increase employees' sense of engagement and ownership in the department?

First and foremost, I want to listen to HSD staff. When I was first named Interim Director under Mayor Durkan, I went on a "listening tour" to all locations where HSD staff work. I heard many ideas, frustrations, and hopes from people. I am looking forward to being able to fully engage with all staff of the department, should I be confirmed, in the following ways, and in additional ways that may come from staff in the future:

- Monthly meetings with the Change Team leads to talk about issues;
- Attending Change Team meetings;
- Monthly meetings with the ProTec 17 Labor union lead;
- Commitment to participate in Labor Management Committee meetings
- Floor check-ins to talk informally with staff who are in several different locations, including Renton;
- Open Door policy to talk with any employee;
- Walking the floors to develop relationships with staff;
- Department-wide suggestion box for ideas;
- Weekly meetings with Division Directors;
- Weekly emails to all staff;
- Workforce Equity Dashboard to track new hires, departures, promotions, and Out-of-Class opportunities;
- Additionally, HSD has quarterly meetings with supervisors and two all-staff meetings.

Second, I want to empower HSD staff. Over the last few years, employees have participated in impact teams to drive solutions to challenges they identify. Through their efforts, HSD has made improvements to its hiring process, developed data protocols, and put out an employee survey. I want to continue the practice of HSD employees driving the changes they want to see.

**Seattle City Council Confirmation Questions
Jason Johnson, Human Services Department**

March 29, 2019

This is the second round of questions submitted to Interim Director Johnson for a response by April 9th.

19) City Council Resolution 31868 creates new requirements for greater transparency in selecting an Executive appointment and expectations that nomination will include an "assessment of the nominee's commitment to racial equity and how that was considered during the process." Will Mr.

Johnson speak to what an assessment of his commitment to racial equity might have revealed, had it been included as part of the nomination process?

I believe such an assessment would reveal that in my twenty-five year career as a social worker and in human services, I've seen the importance of looking at societal issues through a racial and social equity lens. Race matters in whether people are given opportunities to succeed and receive assistance in times of need. The City's Race and Social Justice Initiative was one of the factors in my decision to come to HSD six years ago.

A critical component of race and social justice work is understanding how principles of white supremacy reinforce systemic inequities and understanding how white people, including myself and well-meaning staff members, benefit from these systems. I regularly participate in trainings and convenings focused on developing the skills required to shift HSD to an anti-racist, multi-cultural organization. This begins with my committed to listening to and centering the experiences of our staff and community members in our work.

As a leader at HSD, it's my professional duty, and my personal honor, to support the City's RSJI by leading HSD as we intentionally focus our stakeholder engagement, planning and policy development, contracting and direct services, training and technical assistance, evaluation, and continuous process improvement, with a clear racial equity lens. For example, in 2018, HSD included racial equity goals in all of our contracts with providers that were awarded funds through a Request for Proposals (RFP) process. By the end of 2019, 80% of our contracts will have gone through a competitive funding process and will include racial equity goals. This is results-based accountability in action and I am proud to have played a key role in leading this effort.

We have racial equity as one of the foundational principles in our department, division and personal workplans. Specific items on my workplan, should I be confirmed as Director, include:

- a. Implementation of the Department's Workforce Equity Plan, led by HSD's HR team, which includes increasing access to opportunities, seeking to more fully understand the impact of our decisions, and continuous assessment on our journey to become an anti-racist, multi-cultural organization.
- b. A comprehensive wage equity review.
- c. Diversifying the pool of applicants for our competitive funding processes, particularly supporting smaller, grassroots organizations who provide culturally-competent services to the most vulnerable members of our community.

I fully acknowledge that there is always more work to do on this, both personally and professionally, and look forward to working in partnership with HSD employees on these important initiatives.

20) HSD partners with a network of nonprofit health and human service organizations to help meet its mission. In what ways has Mr. Johnson worked to strengthen these partnerships, and what are new strategies Mr. Johnson intends to enact to continue to do so if confirmed?

I have worked with many of the service providers that HSD does business with now since moving to Seattle 23 years ago. Our impact as a funder would be meaningless without strong partnership with the human services provider community, and I consider it a key part of my job as a leader in this department to ensure strong provider relations.

HSD works in partnership with Seattle Human Services Coalition (SHSC), and I meet with the SHSC Executive Director and Board monthly in an effort to align activities and understanding. Currently HSD's Sr Leadership Team and SHSC are working to improve HSD's funding processes. We are in agreement that the current RFP process can be cumbersome, expensive, and inequitable, especially for smaller grass-roots organizations. We are reviewing our current practices and discussing how we could make changes that keep our focus to strong accountability but also open the opportunity for funding stability and for investments in new efforts.

Additionally, I host monthly meetings of the Executive Directors of key organizations supporting people experiencing homelessness and meet monthly with the leadership of the Seattle King County Coalition on Homelessness.

HSD staff and I convene or participate in several key advisory councils with community members, particularly in our Aging & Disability Services, Homeless Strategy & Investments, and Mayor's Office on Domestic Violence & Sexual Assault, including co-chairing boards and councils with providers to build relationships and open communication.

In just the first quarter of 2019, I have held one-on-one meetings with these organizations: Solid Ground, Ingersoll Gender Center, Neighborhood House, Hope Academy, Salvation Army, Urban League, Reach, HealthierHere, Country Doctor, Interfaith Task Force on Homelessness, Center for Children & Youth Justice, Healthcare for the Homeless, Housing Connect, Building Changes, and African Community Housing & Development.

If I am confirmed, I will continue to be out in the community and in dialogue, and will look for new opportunities to work with community-based organizations, particularly small and emerging organizations with a focus on organizations that serve populations that identify as LGBTQ and/or people of color.

21) Since the Safe Harbors Team layoffs, what has HSD leadership under Mr. Johnson's direction done to prevent future staff cuts? How has Mr. Johnson worked to ensure that staff cuts don't disproportionately impact staff of color or staff from the LGBTQ community? If upcoming homelessness division restructuring/consolidation with King County results in more staff reductions, will he commit to hiring, or retaining, HSD staff who are POC or LGBTQ?

At HSD, we value workplace equity and we work closely with SDHR to promote it and the values of the City in our Human Resources' practices, and that will continue under my leadership and as governance changes over our regions efforts to address homelessness moves forward.

The Human Services Department follows all employment laws, policies and procedures as required by the City of Seattle and as agreed upon in applicable labor agreements.

It is my hope, always, to avoid layoffs whenever possible. This has been demonstrated in the period from 2016 to 2019, when there were only three layoffs and nine instances where employees were instead transferred to other areas within the organization, were hired in an Out of Class position, or voluntarily retired. Because of these commitments to minimizing any loss of job due to programmatic or organization shifts, impacts to changes that would have included layoffs have been minimized.

The functions outlined in the proposal for a regional authority to address homeless offer more opportunities and roles than currently exist at HSD. These roles or functions include Emergency Services, Ombudsperson Office, System Performance, Community Impact, Housing and Operations. Additionally, an Executive Office is recommended, which would include equity, innovation and administrative support related workstreams and overseen by a Chief of Staff. I believe this structure will offer more opportunities for current HSD employees. That said, the process for filling these new functions has not yet been developed and I will keep a close eye to any unintended consequences of these changes to employees. Thankfully, HSD employees will be deeply involved in work groups and discussions as we move forward. I believe this will only assist me in ensuring staff are in roles that they can be successful in and enjoy.

22) How will Mr. Johnson work to improve staff morale at HSD?

Employees at the Human Services Department, including myself, are mission driven. The work is what binds us. The majority of employees at HSD believe we are making a difference in our community and know how their work supports families and individuals across this city and region. The employee survey and my regular conversations with employees across the department have surfaced some key themes that require attention around recognition, communication and race and social justice. While these are broad themes, found in many organizations, my role is to find a way to probe these with staff to learn what they mean in particular for the employee experience at HSD and at the City of Seattle. I will continue to participate directly, as I have since becoming Interim Director, in the following ways:

- Floor Check-Ins (meeting with all employees that work on a particular floor/office)
- Weekly and work-unit huddles
- Retreats
- Supervisory Communities of Practice
- Responding to submissions to the online suggestion box
- Meeting with staff one-on-one via my open-door policy or by appointment
- Engaging with internal and external advisory boards
- Director meet and greets with new employees
- Exit interviews with staff leaving the department

I am firmly committed to continuing this engagement, should I be confirmed, and will look to find ways for continuous improvement on making HSD a great place to work. Immediate actions are:

- Participation in the Labor Management Committee
- Participation in Change Team
- Participation in White Caucus
- Bring back “Staff on The Move” practice for tracking and communicating new staff, leaving staff and promotional and Out-of-Class opportunities
- Hold forums for employees and leaders to work together

Another critical first step in helping department employees and leaders move forward together will be the development of “healing” or “peace” circles, which employees have asked for. I have committed to holding time together with employees to discuss and acknowledge pain points as we conduct our work and move through significant organizational changes. Many HSD employees have been trained in how to facilitate peace-making circles and these trained employees will be instrumental in helping us to come together to define next steps. I am a collaborative leader and want any changes to practice or policy to be developed in partnership with employees. These peace-making circles will be scheduled this spring and summer. I look forward to participating.

Additionally, I have heard from staff across the department that they feel they need additional development opportunities to do their jobs. The department has operated for years without a training and development budget. If I am confirmed, I will be working with the Mayor’s office and you to address this through the budget process. I cannot expect the employees of this department to implement new priorities and activities within the department if the City is unable to provide them with the skills and technology they need to perform these duties. In turn, HSD staff are not in a position to offer service providers the technical assistance they need to improve the quality of their work for better results in our community.

I know that I do my best work when I feel I’m provided the tools to succeed and opportunities to develop. I want to ensure that HSD staff have these opportunities.

23) The HSD Director should be informed and engaged with people accessing its services. Please speak to your current relationships with people accessing HSD services, and what you will do to nurture and grow these relationships and add new ones?

There is no doubt that this is a critical area where I and my colleagues across the region can do better. The partnership with Future Laboratories, as part of the governance work over homelessness, and their intentionality around customer-focused improvements has provided clarity about moving that work forward, informed by people’s experiences. This offers a blue print for how we should move through all our planning processes.

HSD conducted a survey and focus groups in 2016 of people living unsheltered that provided insight to who the unsheltered population is, where they are from, why they are experiencing

homelessness, and what they need from our service system. This survey and discussions help us to this day, and I credit this engagement for helping us understand the need to lower barriers to shelter, for promoting enhanced shelter with services and expanded hours, and having a housing focused service strategy in all programming. As another example, each work group connected to the One Table effort incorporated the voices of people with lived experience. I co-chaired the work group charged with looking at the criminal / legal system. The people on that work group with lived experience gave voice to what would work and what would not. They helped me as a facilitator and leader move that work group in to very specific recommendations that we knew would make a difference.

I am on the All Home Continuum of Care Board along with people who have lived experience of homelessness and are users of the homeless service system. I learn from their experiences and listen closely to their ideas. I have a practice of checking in with these leaders before the board makes important decisions.

Many of us in the department also bring lived experience to this work. It is important for each of us to tap in to that experience and always approach our work with empathy and a memory of what the customer service experience will be as we plan, fund, or deliver services.

24) Staff report that though there have been many leadership changes at HSD, what has persisted though all of those changes is a consistent “disconnect between management and the community along with management and HSD staff.” Do you agree with that assessment and if so, what do you feel can be done to address it?

Through the employee survey, personal meetings with staff, and the many other ways I try and keep in touch with staff, I feel very connected to the work we do every day that brings HSD staff together in community. I am fortunate to work alongside many people that I call not only colleagues, but friends. I do recognize, however, that there are some staff members who do not share this experience or perspective. I also acknowledge that, by virtue of being in management, there are some decisions that I and others may make that some people in the organization may not agree with. This can certainly cause a “disconnect.” While I understand that there may be varying perspectives, I hope that HSD can be a place where we can disagree but commit to supporting one another in our shared mission to serve the community. And, I want HSD to be a place where each of us feel respected and listened to. Our perspectives may be different, but that does not mean that all are not valuable.

I believe that I have opened many channels of communication that staff have been asking for, from floor check-ins to investing in employee time and training to further the development of “healing” or “peace” circles, which employees have asked for. I have committed to holding time together with employees to discuss and acknowledge pain points as we conduct our work. Many HSD employees have been trained in how to facilitate peace-making circles and these trained employees will be instrumental in helping us to come together to define next steps. I am a collaborative leader and want any changes to practice or policy to be developed in partnership with employees.

Likewise, the Sr Leadership Team and I will be leading the department through a culture designing effort that I believe will help bring employees of all levels together. This work will follow a culture design framework that is aimed at naming the culture we all want to work in, and intentionally creating that culture. This begins with listening sessions and culture mapping so that everyone has an opportunity to name the values and culture they want to be a part of at HSD. This is followed by intentional planning and development of communications and changes strategies. This will not be a quick fix, but something the department will be working on throughout 2019. I believe this intentional effort will help us move toward a better work environment for every member of the department and help us better provide quality services to the community.

25) Caseloads in the ADS Division currently outpace case manager capacity. How do you propose to lower the current caseloads of the ADS Division?

Division leadership and supervisors for Aging and Disability Services (ADS) must, in consultation with me and my executive team, ensure workloads in the countywide Case Management Program are at a manageable level. That team, in partnership with employees through HSD's Labor Management Committee and, in regular monthly meetings, continue to work to reduce the current caseloads. They do this in partnership and through regular communication with the State's Department of Social and Health Services (DSHS).

The vision and practice of ADS has historically included sharing caseloads with sub-contracted community-based agencies. For many years those agencies were ACRS, CISC and Evergreen Care Network (ECN). When ECN elected to terminate their contract, the vision expanded to include two new agencies, Lifelong AIDS Alliance and Neighborhood House, to provide greater capacity and linguistic and cultural competencies in the community.

The plan has been to allow the caseload growth in the community to reach the point where community-based organizations have at least 50 percent of the total clients countywide. We are now at that point. Combined, community-based agencies serve the same number of clients as HSD staff in the Renton and Seattle offices. That equates to approximately 6,000 clients served through HSD case management staff and 6,000 through community-based organizations. While we have seen caseloads decrease in the last few months, there remain a few of the HSD teams in Renton that we are still working on to reduce caseload size.

Strategies thus far for caseload reduction have included:

- Diverting language cases to culturally-appropriate sub-contractors (Asian Languages, East Africa, Russian, Ukrainian);
- Rebalancing caseloads between the Seattle and Renton offices;
- Reviewing clients without personal care service needs; and
- Adding additional staff, when available.

Each of these strategies take time and I appreciate the patience and work of HSD's Case Managers to get cases moved and rebalanced. These actions should make a positive change in caseloads, though there will continue to be fluctuations that are a part of any case management program. This is an issue case managements programs across the country face.

The ADS Division Director has asked her team for a plan on how we will achieve the future vision for managing caseload growth, and I believe employees from both offices doing the work are the right ones collectively to lay out this planning work. There is a lot of energy around doing this and I think this time together will be fruitful.

26) What do you most need to learn to be an effective leader in the department and in this community?

Any leader should be clear in what they hold as strengths and where they need to grow. I think it a best practice to ask those who work closest to a leader to offer that level of evaluation. During my time as Interim Director, I have completed both a 360 review and a Birkman assessment. I asked that both assessments be completed as a means of helping me, during this interim period, understand what I was doing well and what needed my immediate attention.

The Birkman Assessment showed me much of what I already knew about my leadership style and behavior. This assessment highlighted that,

- I have "interests" in:
 - Selling and promoting
 - Persuading
 - Motivating people
 - Counseling or teaching
 - Working with people
- That my "usual behavior promotes":
 - Competition
 - Assertiveness
 - Flexibility
 - An enthusiasm about new things
- And that "under extreme stress, I can become":
 - distracted
 - distrusting in others
 - domineering
 - fail to follow the plan

Like any personal review, there are attributes which I want to continue to promote, and others that I am working to channel in more positive ways. For example, I rely heavily on my Executive Team to help me keep my stressful behaviors in check, while leveraging my attributes that are energized by new ideas and approaches to our work.

My 360-review offered insight from those I work most closely with – from inside and outside the department. Through this review, stakeholders shared that they believe I hold strengths as a leader. These strengths include,

- Collaborative
- Politically savvy
- Knowledgeable about the city and his role
- Strategic and resourceful
- Trusting of his people
- Has vision and is outcomes oriented
- Good communicator
- Good interpersonal skills
- Approachable, personable
- Calm under pressure
- Honest and hard working
- Confident and clear
- Good public speaker

As far as learning, there are five items or themes that the 360 evaluation revealed that I believe I can improve:

- Displaying vulnerability and improve decision making process (balance being inclusive with taking a stand on your own beliefs)
- Addressing internal management issues (managers and supervisors not holding teams accountable, fiscal and contractual practices need improvement)
- Holding his team accountable (giving the work back to the Sr Leadership Team)
- Speaking more to the point and providing clear direction (sharing his vision more broadly so that stakeholders and constituents understand HSD's work)
- Facilitating through conflict (use facilitation as a tool when stakeholders disagree)

I will also highlight that I perform best when I feel supported and that I am the most available to others when I feel aligned in goals and values. This is not unique, as most of us would likely agree with those statements. But as we move toward a new regional authority to address homelessness, and to a department focused on health, safety, and affordability, I will need the support of City Councilmembers and an authentic understanding that we are aligned. This will be important in ensuring I can be at my best and can offer my best to employees and stakeholders to guide this difficult transition.

27) Do you know the number of investigations, grievances, and lawsuits filed in HSD for the past 5 years? Do you now the amount paid out in any lawsuits/settlements/severances related to misconduct at HSD? Please break down the numbers by the issue, be it racism, sexism, bullying, etc. to establish a baseline from which the incoming Director needs to improve. We also want to see a breakout by race, gender and age of who made the complaint and who was disciplined.

I have attached a chart offering the information you have requested. This data over the last five years shows no evidence of lawsuits filed against the HSD during this time period regarding employee misconduct, or discrimination based on race, sex, etc. Additionally, the City's Law and Human Resources Departments confirmed that there were no other settlements during this time period beyond the two listed. There are three cells with ages listed as "unknown." These people no longer work for HSD, and I am not able to access their demographic information.

28) What have you done to implement the Race and Social Justice Initiative in your past 11 months as interim head of HSD? Please cite specific examples that are your work, not the work of the Change Team or Caucuses, and please note that attendance at meetings does not count.

As a leader at HSD, it's my professional duty, and my personal honor, to support the City's RSJI by leading HSD as we intentionally focus our stakeholder engagement, planning and policy development, contracting and direct services, training and technical assistance, evaluation, and continuous process improvement, with a clear racial equity lens. For example, HSD in 2018 included racial equity goals in contracts with providers that were awarded funds through a Request for Proposals (RFP) process. I have been ever present in institutionalizing these changes, from inception to execution, and have presented and published this work to colleagues across the country. This change in our contracting practice is literally putting our money in alignment with our city's RSJI values. And something I am proud to have offered my leadership in accomplishing.

I have implemented a workforce equity plan that includes efforts such as instituting changes to our hiring processes to address implicit bias. This includes such things as de-identifying applications and using different review panels for each interview session. I also helped develop, and now publish for the entire department to use, the HSD Workforce Equity Dashboard that highlights the racial makeup of the workforce, but also breaks down the demographics of who is being hired, promoted, who is offered development opportunities, and who is leaving our department. Having this data available for everyone is an example of my transparent leadership and sits in alignment with the City's RSJ Initiative. The City's RSJ Initiative also asks departments to establish goals, track outcomes over time and report annually on our progress. I do this in partnership with the Change Team Co-leads and the department's Sr Leadership Team by ensuring that racial equity goals are established and monitored in every employees' work plan. I have approved exceptions to policy where following the policy would have resulted in a disproportionate negative impact on communities of color.

This question states that "attendance in meetings does not count." I disagree. I believe it is one way -- through participation in dialogue with others, and in the development of relationships, that we can build greater understanding to move the work of racial equity forward. Over the last year, I have joined the Change Team meetings, meet with the Change Team Co-leads every month, participated in caucusing, join my fellow queer-identifying colleagues monthly to help build a more supportive and welcoming environment inside and outside of the department, and have retreated with hundreds of HSD employees to define and enhance our racial equity work. I have attending national and local convenings to speak to our department's work and learn how

to improve it, and I have joined with my fellow cabinet members in forums to share our experiences and resources as leaders to promote racial equity citywide.

29) If you believe in the RSJI process, why didn't you request the HSD search process follow the RSJI process?

I was honored to accept Mayor Durkan's nomination to be the Director of the Human Services Department because I'm honored to work at HSD, with staff who are committed to helping people survive and thrive in our region, and to work with our many partners in making Seattle a safe, more affordable and healthier community for all. I am proud to be a part of this critical work and believe I am the right leader for the department at this time. The work since May 2018, when I became Interim Director, has not been simple, nor has it been easy. I have been the Interim Director as leadership changes across the city have occurred, as we have worked in partnership with community-based organizations to provide safety, public health, employment, food, and affordability programs. I have been Interim Director as the Homeless Strategy & Investment Division has worked through the first year of performance-based contracts, and as the city and county formalized an MOU to move to regional governance over homelessness. Further, HSD's work in this area has been in the news almost daily, and the subject of numerous inquiries from members of the community. Further, I have hired a new Division Director in our Youth & Family Empowerment Division, supported the transition of a new Director over our homelessness division and worked with our human resources unit to embed workforce equity into our hiring practices.

I did convey to the Mayor's office that I would participate in any hiring process that she decided to run because I want to be here, working alongside HSD staff, continuing to do this important work for the city I love.

Mayor Durkan has already shared in a letter to Councilmembers dated January 24, 2019 that:

"Jason, who was previously a social worker, had most recently served as Deputy Director of HSD before becoming Interim Director. He is a collaborative and experienced leader who has overseen the HSD team as they have served Seattle's children, seniors, people with disabilities, and families through the City's many programs. His dedication to the Department and his support from leaders across our community made it clear he was the right choice to lead the Human Services Department. The Mayor was proud to appoint a LGBTQ leader who understands and has focused on LGBTQ youth and seniors as well as the disproportionate impacts of homelessness on LGBTQ individuals.

When Catherine Lester had left the role to care for her family, Jason stepped in as the Interim Director with her full support. Catherine had also previously served as Interim Director before being appointed to the permanent position. Because of the critical role HSD plays in equity, the Mayor wanted to see how Jason did in the job and ensure his work aligned with what she had heard were priorities in the dozens of community

and stakeholder meetings and events she had held with those in the human services field. In addition, Jason met with many providers, stakeholders, community partners.

Through all of this, the Mayor received extremely positive feedback from organizations, community members, and providers. She heard very clearly that Jason has been an active leader to create a stronger, just Seattle.

Over the past 10 months, Mayor Durkan has worked closely with Jason on how we best support and make progress to serve people experiencing homelessness and other vulnerable communities. Jason oversaw the largest shelter expansion in the City's history which included expansion of services to more LGBTQ households. He has also helped make our homelessness response more effective to serve those communities more disproportionately impacted by our crisis. And as we continue down the path towards a regional structure and approach to the homelessness crisis, Jason's continued leadership and support will be essential."

30) What is your response to the employee HSD survey? How specifically would you address the low areas of response in the survey?

There is no doubt in my mind that the staff of the Human Services Department are some of the hardest working people I know. The work we do is difficult --we work with people experiencing some of the most stressful and vulnerable times in their lives. In addition, the work HSD does is the subject of intense scrutiny for accountability and results, particularly around homelessness.

It is critical that we receive feedback from employees on how we are doing as a department to best support them, and our community.

The 2018 survey asked 19 questions about HSD's communication, culture, development and training, employee value, and the department's commitment to race and social justice. The survey is an important tool to provide an opportunity to learn the needs of the department and how we build a culture that supports our work and our employees. The results provide an opportunity for me and department leaders to have insight into our employee experience.

Over the past year there has been a shift in both mayoral and departmental leadership and a major initiative moving forward with the City of Seattle and King County to change the governance structure promoting a deeper collaboration to address homelessness. Like the leadership changes we had in 2014, when we initiated this survey, leadership changes and this new significant major initiative could change the structure of HSD; this creates anxiety within the organization and could be reflected in the survey. This need to create stability as a department and to ensure employees with community are at the forefront of our processes as we move forward are critically important to me.

I want to express my commitment to lead with race and social justice through a welcoming culture for all employees and my commitment to open transparent communication. While the

survey is one of many tools to receive critical feedback from employees, it is what we do with this information that is essential. I am committed to working with staff, managers, the Change Team, Caucus Leads and the Senior Leadership Team to increase communication and transparency.

Since my time here in the department, the leadership of HSD has intentionally created opportunities to engage with all staff. When I became Interim Director, I held continuity of these practices and participated directly in floor check-ins, weekly and work-unit huddles, retreats, supervisory communities of practice, sent out Lifelines newsletter, responded to submissions to the online suggestion box, instituted an open-door policy, engaged with internal and external advisory boards, organized Director meet-and-greets with new employees, and conducted informal exit interviews with staff leaving the department.

I am firmly committed to continuing this engagement, should I be confirmed, and will look to find ways for continuous improvement on making HSD a great place to work. Immediate actions are:

- Participation in the Labor Management Committee
- Participation in Change Team
- Participation in White Caucus
- Bring back “Staff on The Move” practice for tracking new staff, leaving staff and promotional and Out-of-Class opportunities
- Hold forums for employees and leaders to work together

Another critical first step in helping department employees and leaders move forward together will be the development of “healing” or “peace” circles, which employees have asked for. I have committed to holding time together with employees to discuss and acknowledge pain points as we conduct our work. Many HSD employees have been trained in how to facilitate peace-making circles and these trained employees will be instrumental in helping us to come together to define next steps. I am a collaborative leader and want any changes to practice or policy to be developed in partnership with employees. These peace-making circles will be scheduled this spring and I look forward to participating.

31) What is your response to the criticism from employees? Community? Do you acknowledge that criticism?

I value feedback, including constructive criticism, from my colleagues, HSD staff, and community members. It is the only way to surface opportunities to improve relationships and services. I believe I have shown a willingness to listen and to adapt my leadership style.

As an Interim Director, I sought out a 360-review process and created internal and external stakeholder groups to help me identify any blind spots in my leadership style. From these processes I received some tough, but helpful, feedback. Some criticism that I received from the internal advisory group was that I needed to show more vulnerability. This stung a bit, as I considered myself pretty open, and believe I exposed the deeply personal reasons and

motivations I do this work. But what this feedback offered was insight in to how ineffectively that vulnerability was being conveyed. Since hearing this, I have worked to ensure I am stating when I do not have answers or information, when I need help developing the answer, and when I need support. I also heard from two employees during public comment that they did not feel heard during a recent meeting. I left that same meeting believing that I had conveyed the information requested, had leadership in the room to continue the dialogue, and I followed up in writing with action items and next steps, which staff had requested. I was surprised to hear this critique during public comment as this feedback had not been offered to me directly. That said, now that I have heard this, it is my intention to ensure people feel heard in these meetings. One strategy to doing this is having discussions at floor check-ins documented and notes after these floor check-ins sent out to teams. Another, and very easy change to make, is to ask.

While I don't believe it's possible to have 100% of the 400 employees at the department satisfied with every decision I make, I do believe it is my role to have open, two-way communication that helps me understand how employees and the community we serve feel about my decisions and their impacts.

32) How are you planning on changing your strained relationships with tenured staff who have the best expertise and direct contact with the stakeholders that the department serves?

I have strong, long-developed working relationships with hundreds of people inside of HSD and with community stakeholders. I consider myself very fortunate to work alongside such brilliant and dedicated public servants and fellow social workers. It is because of them that I came to work in this department and it is because of them that I want to stay. HSD is richer because of the knowledge and commitment of staff members that have worked here for many years. I value their service to our community and their expertise.

That said, I know that there are some employees in this department who want more from me. Some, who believe they are not heard and want to be more involved in the decision-making process. Some may believe that the hierarchy of decision-making needs to be removed, and that they should be the ones holding the decision-making power – not me, the Mayor, or their managers. I believe there is hierarchy or organized decision-making structures in everything from religion, families, sports, community, to of course, government. There are times when I get to make decision and other times when I am carrying out the decisions of others. It's important for me to make informed decisions based on many sources of input, including our employees.

In 2018, after discussions and work sessions with the Leadership Management Committee and staff for nearly a year, HSD was able to lift the moratorium on the 4/10 alternative work schedule for staff in the Aging & Disability Division, including in our case management program. They had been asking for this for quite some time, and through working together to address issues like language in our Medicaid contracts, we were able to listen to each other and find a path to accommodate their requests.

I believe it is critically important that decisions be informed by those being served, those offering the services, those evaluating the service experience, and data related to the performance of the services offered. It is my job to ensure I am bringing these important perspectives to decision makers and that I stay ever present to this information as I make decisions for HSD.

33) What is your understanding of how white supremacy and entitlement play out in this institution?

I define institutional racism as intentional bias built into systems and structures that provide power to some and not others based on race. This is different from individualized racism, which I define as the bias and treatment of individuals by other individuals based on race. Both institutional racism and individualized racism in the United States are based on the lies of white supremacy. White people benefit from institutions that are founded on the principles of white supremacy, including government systems.

The impacts of institutional racism play out throughout HSD's work areas. For example, we know that homelessness is the result of many institutional and systemic failures; failures in criminal justice, foster care, physical and behavioral healthcare, education, and housing. We see huge racial disparities in populations that experience homelessness due to these systemic failures and more. Therefore, it seems true that these systems or institutions are serving people with a clear racial bias built in. I also have seen first-hand my own success with systems that do not operate for or provide the same result for people of color. I recall coming of age during the AIDS crisis and watching my close friends of color struggling to access health care and hold their jobs, while my white friends seemed to have a more successful time. In this example, and in so many others, the structural racism that offers success for some and not for others has very real and devastating impacts. As I have seen, it can be the difference between life or death. I acknowledge that as a white man I move through life with access and privilege. I also acknowledge that many of the institutions and systems I interact inside of, including the City of Seattle, are designed for me to succeed, and designed with some bias that keeps others from similar success.

At HSD, I have heard from staff that implicit bias and systemic racism reveal themselves in our internal hiring practices. In response, HSD created a workforce equity dashboard to gain insights into our hiring, promotional opportunities and separations. This provides data on each division and allows me to engage with managers across the department to ensure we are actively addressing bias in our employee practices.

As a leader with such privilege, it is my responsibility to first educate myself, and remain aware and cognizant. I have an obligation to seek other spaces to gain new perspective as I make decisions and invite others to join tables where I have a seat. These are critical to ensure I am held accountable to communities of color internally and externally.

Internally, I have created a practice of joining groups like the RSJI Change Team in their meetings, monthly meeting with the Change Team Co-leads, joining my cabinet colleagues for a forum on

equity, and staying connected to my LGBTQ community where diverse perspectives are discussed and debated. It is also my responsibility as a leader in this organization to hold space for racial equity to be discussed, to be challenged, and to be elevated. This is part of our continuous work together in HSD, in the City and in the community.

On my own journey, I have taken the Undoing Institutional Racism course several times during my career, including during my tenure at HSD. I plan to attend again in 2019. I have also taken advantage of the trainings offered through the City of Seattle, participated in racial equity retreats hosted by Leadership Tomorrow, King County, and the City of Seattle, and have attended local and national conferences on racial equity, and read countless books and articles as part of my social work training. While these trainings do not, in and of themselves, ensure that I act without bias or privilege, they are ongoing opportunities to deepen my personal understanding, gain further insight into structures that I can work to change, and connect with the communities to whom I am accountable.

34) How do you center community and prioritize voices of people of color in the work of HSD?

When I became Interim Director, I convened a staff advisory group, comprised of people across divisions and job classifications, as well of racial and gender diversity, to guide and advise me in my leadership. I continue to be grateful for HSD's eleven-member senior leadership team, which includes six women of color, who are subject matter experts in each of their areas and my most trusted advisors.

In addition to working to understand my personal biases, HSD holds racial equity as an essential value to our mission: to connect people with resources and solutions during times of needs so we can all live, learn, work, and take part in strong, healthy communities. As such, HSD has incorporated racial equity performance measures in all contracts with agencies that have been awarded after a request for proposals (RFP) process.

HSD's Youth & Family Empowerment Division has done an outstanding job of partnering with community for the 2019 safety funding opportunity that is on track to release in May 2019 for approximately \$4.9 million.

The community engagement process began in earnest in 2017 and used a learning circle model that focused on underrepresented communities. YFE staff facilitated 10 learning circles with youth, young adults, teachers, parents, grandparents and families. Over 125 individuals participated in the learning.

In the first quarter of 2018, HSD and the Mayor's Office agreed to postpone the release of the safety funding opportunity to 2019 to execute a co-design process. The 2018 co-design process provided HSD with the opportunity to expand on the breadth of information captured during the 2017 community engagement process and create the depth needed to inform the safety competitive funding opportunity.

In the third quarter of 2018, HSD launched the co-design process to the public. HSD promoted the co-design process on its website, newsletter, and through social media outlets. YFE staff sent email invitations to the Seattle Youth Violence Prevention Initiative Community list serve, which has 369 subscribers, along with currently funded organizations whose contracts will be included in the safety competitive funding opportunity. Equitable Development, LLC conducted outreach to 30 organizations, groups and individuals. Both YFE staff and Equitable Development, LLC attended Mayor roundtables and community convenings on the King County Roadmap to Zero Youth Detention.

The co-design sessions were a series of 18 facilitated small-group discussions that engaged community-based organizations and community members throughout the city. A final session was held on 12/6/18 to formally close out the process and to share key themes captured throughout the engagements. An online survey was another strategy used to capture feedback from individuals who were unable to attend the in-person co-design sessions. The online survey was completed by 58 anonymous individuals.

HSD published the Co-Design Report at the end of February 2019. The report described:

- Seven qualifications that specify how an agency or groups seeks to ensure Seattle residents previously or currently justice system involved, successfully and permanently exit the criminal justice system.
- Community best practices as a set of locally recommended practices and opportunities gathered in the co-design.

This is the kind of thoughtful community-based funding approach that HSD is trying. I also am proud of a pilot we are launching in Aging and Disability Services (ADS) Division for a Collaborative Funding Process. This is a new approach to investing in our community that will engage providers in developing a network that equitably distributes resources.

In a typical funding processes, our role as a funder is to outline the services we want to purchase, the specific populations to be served, and the goals and outcomes that the agencies will need to fulfill. Agencies respond to these guidelines by focusing on the ability and experience of their individual agency to fulfill the stated goals and outcomes. The typical approach can advantage agencies that have more experience and capacity for grant writing, and disadvantage smaller agencies with fewer resources – agencies that may be serving communities with the greatest disparities. It also gives funders sole responsibility for creating the system – deciding which agencies will be funded to do which activities in order to meet overall system goals.

This pilot process prioritizes collaboration and focuses on meeting equity goals for the entire system. This process is building upon the work established over the past few years by our existing contracted agencies, developing the Community Living Connections service model. Agencies were first qualified through a Request for Qualification process. In early 2019, HSD invited qualified agencies to participate in forming the network that collectively meets shared goals and outcomes, as outlined by Aging and Disability Services (ADS). A neutral third party is facilitating the process, to promote a fair and equitable process.

35) What is your role in moving HSD to becoming an anti-racist multicultural organization?

I had the opportunity to attend the National White Privilege Conference with other HSD employees in 2016. During that conference, the HSD team participated in a working session designed to answer this very question – “what will it take to move your organization to an anti-racist, multicultural organization?” The outcome of that analysis was that HSD sat somewhere in the middle of the antiracist continuum, as an “affirming institution.” An affirming institution is one that has an understanding of racism, develops analysis of systemic racism, sponsors programs of anti-racism training, has new consciousness of institutionalized white power and privilege, develops intentional identity as an “anti-racist” institution, begins to develop accountability to racially oppressed communities, has an increasing commitment to dismantle racism and eliminate inherent white advantage, and actively recruits and promotes members of groups who have been historically oppressed – but, institutional structures and culture that maintain white supremacy. I still believe this analysis holds true today. I believe we will have much to do if HSD and the rest of the City are to move to beyond an “affirming organization” to a “Transforming Institution” and ultimately, to an “anti-racist” organization.

My role is to ensure the department is continuing this analysis and the auditing of our processes, programs, staffing, and training to provide meaningful movement toward a transforming institution, and ultimately, an anti-racist institution. As the staffing in HSD has grown to nearly 400, one important step is to ensure that we have a common understanding and common language around what we mean by such terms as “anti-racist”, “affirming institution,” and “white privilege,” and “institutional racism.” In 2018, 211 staff attended RSJ training and/or Understanding Institutional Racism training. Additionally, in 2018, 10 staff participated in the national *Facing Race* conference, and 8 staff participated in the Equity Summit. These trainings provide opportunities for sharing and discussions in other staff development settings such as caucus meetings, division meetings and work planning sessions.

Under my leadership over the past two years, HSD has changed our hiring practice to reduce implicit bias. We now employ different hiring panels at each stage of interview, and track staffing changes in an internal dashboard available to all HSD employees monthly to hold our hiring managers accountable for equity and opportunity.

Further, my role is not only to look at the department itself, but how I am working in partnership with my cabinet colleagues, the Mayor’s office, community stakeholders, and employees to look for ways to advocate and move our organization forward. From supporting the North Seattle Summit to crosswalk population data and human service providers to identify gaps and opportunities to ensuring cogent theories of change are at the core of our funding processes, HSD is critical partner for this community’s equity work. I am committed to this work and, while changes will not occur overnight or easily, I believe it is possible.

2015-2019 Investigations, grievances, and lawsuits for HSD

Year	Action Type	Type of Complaint	Complainant Race	Complainant Gender	Complainant Age	Discipline Issued	Subject Race	Subject Gender	Subject Age	Settlement Amount
2019	Investigation	Discrimination - Race, Gender	Latino	Male	46	No Finding	1. White, 2. Asian	1. Female, 2. Female	1. 44, 2. 44	\$ -
2019	Investigation	Performance, Time Recording	HSD Management			EE Resignation Prior to Conclusion	Black	Female	32	\$ -
2019	Investigation	Discrimination - Race	1. White, 2. White, 3. White	1. Male, 2. Male, 3. Male	1. 51, 2. 48, 3. 33	No Finding	No subject - hostile work environment			\$ -
2019	Investigation	Discrimination - Race	White	Female	42	No Finding	No subject - hostile work environment			\$ -
2018	Investigation	Discrimination - Race	Black	Male	36	No Finding	No subject - hostile work environment			\$ -
2018	Investigation	Performance, Info. Security	HSD Management			1. Written Reprimand, 2. Coaching	1. Asian, 2. White	1. Female, 2. Male	1. 46, 2. 29	\$ -
2018	Investigation	Conflict of Interest	Anonymous			Verbal Warning	Black	Female	55	\$ -
2018	Investigation	Performance	HSD Management			Verbal Warning	Latina	Female	Unknown	\$ -
2018	Investigation	Conflict of Interest	Anonymous			No Finding	Asian	Female	34	\$ -
2018	Investigation	Discrimination - Race	Latina	Female	46	No Finding	White	Male	45	\$ -
2018	Investigation	Misconduct - Physical Abuse	Non-City Employee			No Finding	Asian	Female	47	\$ -
2017	Investigation	Performance - Info. Security	HSD Management			Suspension	Black	Female	60	\$ -
2017	Investigation	Misconduct - Language	HSD Management			Verbal Warning	Asian	Male	55	\$ -
2017	Investigation	Misconduct - Language	HSD Management			Verbal Warning	White	Male	44	\$ -
2017	Grievance	Appeal of Suspension	Black	Female	61	Settlement Reached	HSD Management			\$ 1,831.12
2016	Investigation	Discrimination - Race, Age	Black	Female	61	No Finding	No subject - hostile work environment			\$ -
2016	Investigation	Conduct - Breach of Confidence	HSD Management			Verbal Warning	White	Female	62	\$ -
2016	Grievance	Discrimination - Race	Asian	Female	Unknown	No Finding	White	Female	62	\$ -
2016	Investigation	Sexual Harassment	Asian	Female	58	No Finding	White	Male	60	\$ -
2016	Investigation	Conduct - Professionalism	HSD Management			Suspension	Black	Female	61	\$ -
2016	Investigation	Conduct - Language	Non-City Employee			Verbal Warning	White	Male	70	\$ -
2016	Investigation	Discrimination - Race, Age	Asian	Male	64	No Finding	Black	Female	61	\$ -
2016	Investigation	Discrimination - Race, Age	Black	Female	50	Settlement Reached	No subject - hostile work environment			\$ 57,500.00
2015	Investigation	Conduct - Professionalism	HSD Management			Verbal Warning	Black	Female	61	\$ -
2015	Investigation	Conduct - Fit for Duty	HSD Management			Resignation i.l.o Termination	Asian	Female	35	\$ -
2015	Investigation	Performance - General	HSD Management			No Finding	Asian	Female	Unknown	\$ -
2015	Investigation	Attendance	HSD Management			Written Reprimand	White	Female	61	\$ -