

Human Services Department 2017 Annual Report

Jenny A. Durkan
Mayor

Catherine L. Lester
Department Director



A Message from Our Director



When I reflect on the contributions made by the Human Services Department in 2017, I'm proud of the department's commitment to take on work that was about grasping things at the root, and not being satisfied staying in space that is often more comfortable and much less controversial.

2017 was the year when the department crossed the threshold of investing 80% of its investment with an intentional focus on achieving equitable results. The request for proposal (RFP) for homeless services was a big part of that crossing, and for me, was the essence of what it means to radically reimagine what might be possible when a government bureaucracy dares to go below the surface and begin to focus at the root.

The journey towards equitable results has been long, and often hard. It has required us to dig deep to find the courage to know, and be our best and most honest selves. It has required us to face the realities of loss, as well as appreciate the possibilities for triumph. And it has required us to consider what is possible if we dare to grasp at the root of the very thing that each of us is trying to change.

I continue to be filled with appreciation and gratitude for the Human Services Department and its partners. And I am thrilled to watch and cheer you on as your neighbor to the north.

In solidarity,
Catherine L. Lester

A handwritten signature in black ink, appearing to read 'Catherine L. Lester', written in a cursive style.

About Seattle Human Services

OUR MISSION

To connect people with resources and solutions during times of need so we can all learn, work, and take part in strong, healthy communities.

The Human Services Department is one of the largest contributors to Seattle’s safety net, investing more than \$120 million in community-based organizations that support our neighbors and communities. More than 300 staff make the department’s role as a grant-maker, planner, and direct service provider possible. HSD partners with stakeholders throughout the community. The department strives to effectively steward public dollars by investing in strategies, programs and services that work for the community, promote innovation in service delivery, and advance racial equity.



Key Impact Areas



1

PREPARING YOUTH FOR SUCCESS

- 10,219 individuals served by Family Resource Centers
- 659 youth placed in internships through the Seattle Youth Employment Program

2

RESPONDING TO GENDER BASED VIOLENCE

- 4,999 survivors received domestic violence, sexual assault, and/or commercial sexual exploitation advocacy services
- 677 hotline callers assisted with accessing advocacy services for Limited English Proficient (LEP) domestic violence survivors

3

PROMOTING HEALTHY AGING

- 48,266 individuals received service or support through HSD's Aging and Disability Services Division
- 357,973 congregate meals served to 12,609 individuals
- 509,734 home-delivered meals served to 2,681 individuals

4

PROMOTING PUBLIC HEALTH

- 563 individuals received medical care through the Mobile Medical Van
- 114,492 dental visits provided to low-income individuals

5

ADDRESSING HOMELESSNESS

- 24,330 households received homeless services
- 5,456 households exited to permanent housing

6

SUPPORTING AFFORDABILITY & LIVABILITY

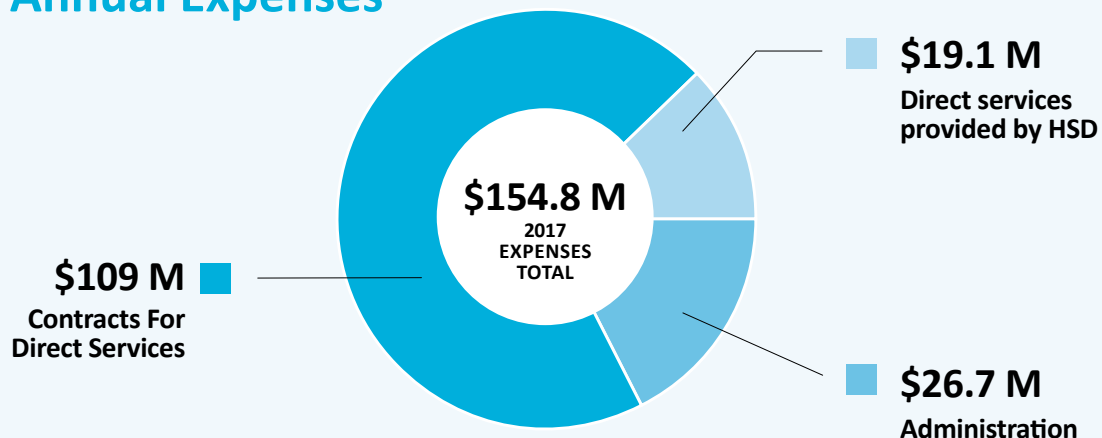
- 4,623 customers received vehicle-license rebates
- 943,763 emergency meals served to low-income and homeless individuals

Budget

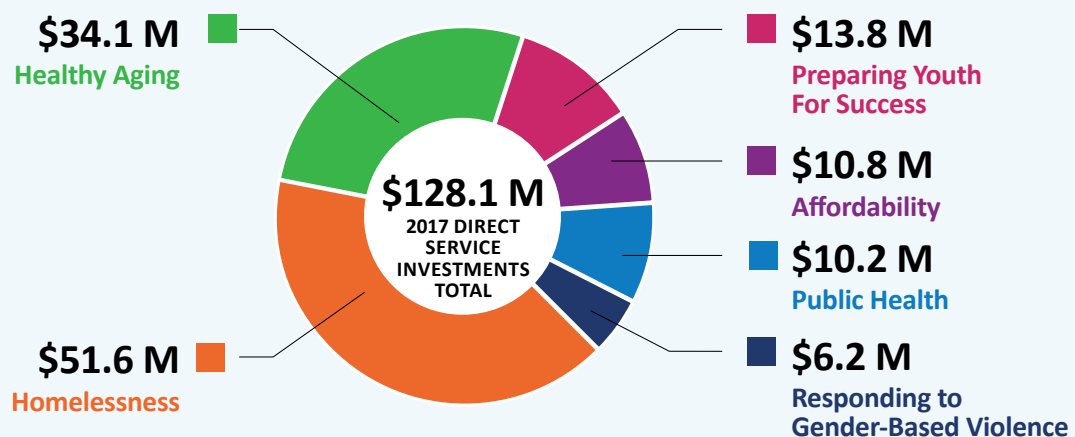
Serving Community. Achieving Results. Stewarding Resources.

HSD focuses its funding investments, grantmaking, and direct services in six key impact areas. For the purposes of this report, individual program investments may be combined from multiple city, state, and federal accounts that have been identified in support of these six impact areas. Other city reports may account for this funding by other names. The projects listed on individual pages are representative, and do not necessarily total the entire amount listed.

Annual Expenses



Direct Services Investments

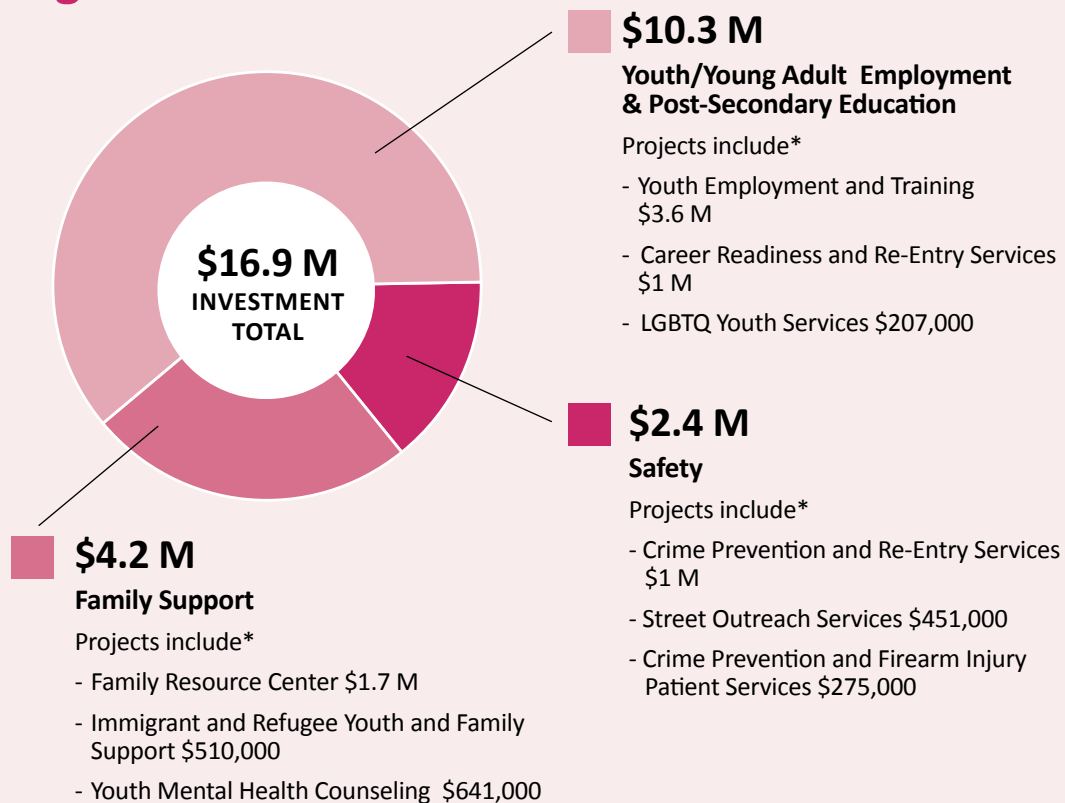


Preparing Youth for Success



HSD’s Youth and Family Empowerment (YFE) Division supports positive youth and family development through strategic investments in employment opportunities, mentoring and educational supports, affordable living, family support, food and nutrition, safety, and behavioral and mental health programs. We are committed to ensuring all Seattle youth are prepared for the future regardless of race, income, immigration status, or neighborhood.

Budget



**Projects mentioned do not reflect all services funded for this impact area.*

Development Opportunities

Summer internships provided by the Seattle Youth Employment Program offer young people—with a focus on youth and young adults from lower-income households, and communities that experience racial, social and economic disparities—crucial early-career opportunities to develop 21st century job skills. Youth were placed with the City of Seattle, non-profit organizations, and private sector companies.



SUMMER INTERNSHIPS

659 Youth were placed in career development opportunities



UPWARD BOUND

100% of Upward Bound's seniors graduated high school and went on to enroll in college.

Supporting Academic Achievement

Upward Bound prepares first-generation high school students for higher education by promoting academic achievement, goal setting, and career exploration.

Suicide Prevention and Gun Violence

Public Health Seattle & King County data from 2015 on firearm violence in King County shows that young adults between the ages of 18 and 29 make up nearly half of the County's total firearm homicide victims and suspects, and that 130 people are killed each year in King County by gun violence, primarily by firearm suicides. This tragedy highlights the importance of incorporating trauma-informed education and training, with attention to suicide prevention.



STAFF TRAINING

15 HSD staff were trained in trauma informed youth work



SUICIDE PREVENTION

HSD launched a suicide prevention peer-mentoring program

Impact



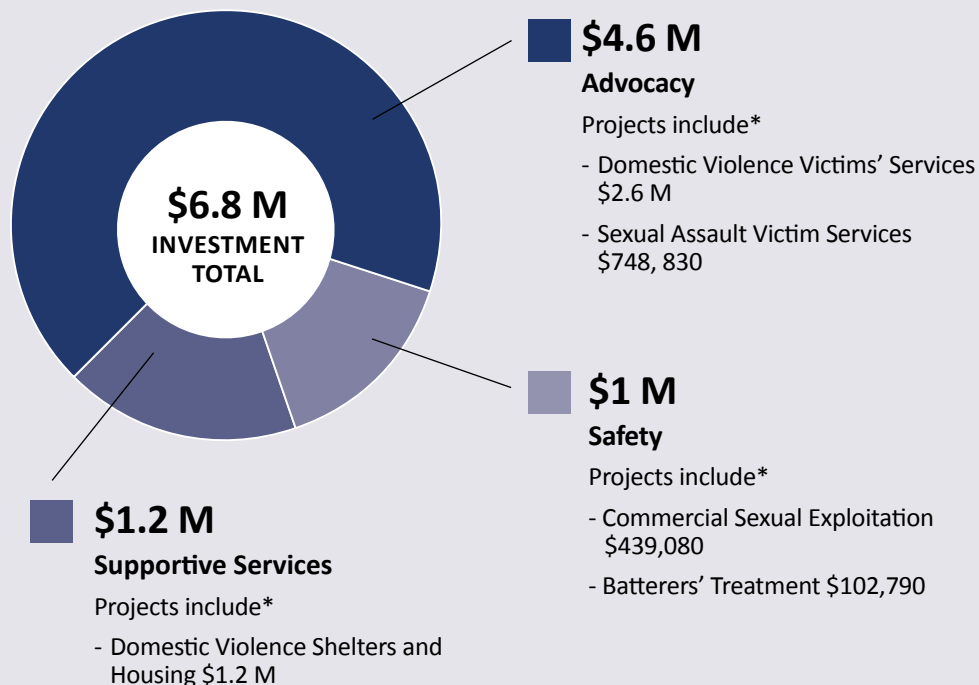
The Upward Bound (UB) Summer Academy Banquet took place at Seattle University on August 5, 2017. The Summer Academy Banquet is an opportunity for family and friends to celebrate the efforts, growth and accomplishments of their students during their participation in the six-week summer program. Whether it's over four years of UB, two summers of UB, or six weeks of Summer Academy, the growth of all students is noticeable. Students celebrated their accomplishments through song and dance, rap, stand-up comedy about biology, and delivered inspiring speeches about the pursuit of their dreams. The Summer Academy Banquet offered an engaging showcase of each student's talent, determination, and hard work!!

Addressing Gender-Based Violence



HSD Mayor’s Office on Domestic Violence and Sexual Assault (MODVSA) serves as a funder, convener, thought partner, and thought leader in the field of Gender-Based Violence. In 2017, MODVSA better aligned its investments with local and national trends, worked closely with the Seattle Police Department and City Attorney’s Office to draft the proposed Firearms Protection Order Project, and worked to identify an improved model for batterer intervention—to support individuals, families, and communities to obtain safety and stability.

Budget



**Projects mentioned do not reflect all services funded for this impact area.*

Program to Increase Victim Safety

Offender accountability is a key piece in ensuring victim safety. Recognizing a systemic gap in batterer intervention programs, MODVSA led the Criminal Justice Committee in developing a pilot project that will establish a client-centered approach to offender intervention programs—aimed at reducing recidivism and increasing victim safety.



PILOT PROGRAM

In 2018, MODVSA and the multidisciplinary team of experts developed the pilot program—modeled after the Colorado Differentiated Risk Needs Assessment.



MOBILE VICTIM SERVICES

In 2017, HSD-MODVSA provided mobile, flexible victim services to approximately 3,000 individuals.

Advocacy

Mobile, flexible domestic violence and sexual assault advocacy is a best national practice that focuses on helping survivors and their children rapidly access new housing, or retain current housing to maintain safety and stability. Mobile Advocacy:

- provides individualized, flexible, and mobile assistance within survivors’ chosen communities;
- provides flexible funding to meet immediate needs related to housing and safety;
- works directly with landlords and public housing authorities to expand options for survivors;
- uses a trauma-informed lens to respond to survivors’ and children’s needs.

Gun Violence

A recent study by Mayors Against Illegal Guns found that 54% of mass shootings from 2009-2016 were domestic violence-related and more than 40% of the victims of those shootings were under the age of 18.

MODVSA helped lead the convening of the Criminal Justice Committee that developed the Firearms Project—a coordinated response between the City Attorney’s Office, Seattle Police Department and King County Prosecuting Offices—that addresses protection orders and firearms forfeiture in Domestic Violence related cases.



FIREARM TASK FORCE

Since the task force started enforcement, the number of guns seized or handed over to police by accused domestic abusers has quadrupled to 129 firearms, recovered in the first five months.

Impact



Naya moved into Broadview Emergency Shelter after being assaulted by her boyfriend during her pregnancy. She and her four-year-old child were referred to Solid Ground—one of several agencies that receives funding from HSD to provide Gender-Based Violence Survivor Services. During her stay at Broadview, she attended the domestic violence support group, and worked with a case manager. With the help of the case manager, Naya decided a transitional program would be the best fit for her to provide a better opportunity for her children, secure part time work, and work towards returning to school to study education. Naya successfully moved into a transitional program and achieved her housing goal.

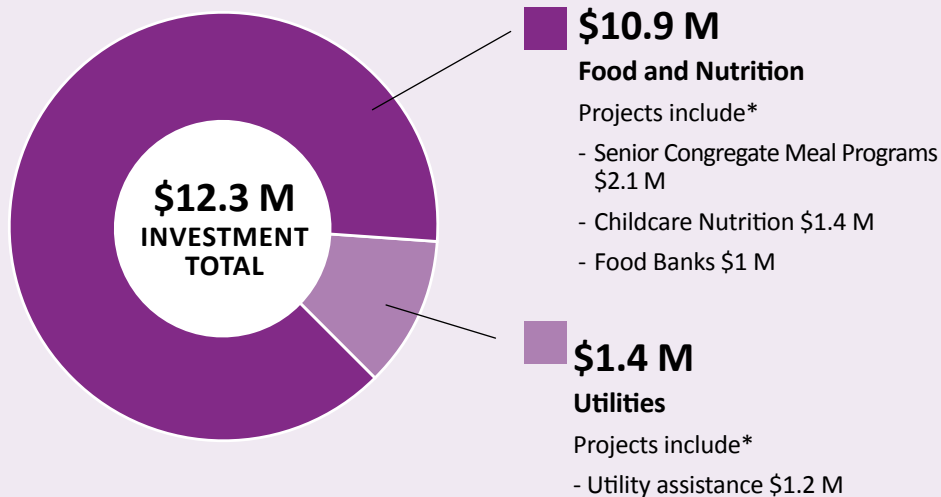
Stock photo used to protect client's confidentiality

Supporting Affordability & Livability



Seattle is one of the fastest growing cities in the nation, showing a 20% increase in population since 2010. Our strong economy and job opportunities have fueled Seattle's rapid growth into the 18th most populous city in the U.S. This growth has intensified pressure on many residents' ability to afford increasing costs in housing, transportation, utilities, and food. To create an inclusive and accommodating city for residents of all economic backgrounds, the City and its partners work to provide services and programs that aim to ensure all people living in Seattle can meet their basic needs.

Budget



**Projects mentioned do not reflect all services funded for this impact area.*

Youth Food Programs

More than 18,000 children and youth in Seattle qualify for free or reduced meals—1 in 6 are food insecure. The Summer food program helps to ensure that children and youth throughout Seattle enjoy uninterrupted access to healthy foods during the summer months, particularly those who rely on meals provided by their schools throughout the school year.



SUMMER FOOD PROGRAM

More than 230,000 meals were served to 5,000 children and youth



SUPPLEMENTAL PROGRAMS

943,763 emergency meals were provided to Seattleites in 2017

Food Insecurity

Tens of thousands of Seattleites experience food insecurity. Food insecurity impacts children, youth, families, single adults and older adults across the city, with a disproportionate impact on our communities of color, and lower-income residents. Economic barriers are often the reason many rely on City programs as their primary or supplemental food source.

Assistance Programs

As the cost of living in Seattle has risen, the City has implemented assistance programs. The Utility Discount Program promotes economic stability by providing income-eligible customers a 60% discount on their Seattle City Light bill and 50% discount on Seattle Public Utilities bill.



UTILITY DISCOUNT

33,000 customers enrolled in the Utility Discount Program

Impact



Patricia D. has been a customer with the Utility Discount Program for over 8 years. Prior to enrolling with UDP, Patricia, who lives in Senior Public Housing, recalls struggling to make her monthly bills, “My income is such that if my bills vary by more than \$10, I have to sit down and actually plan for things! Anything more than that really puts me in a pickle! I don’t qualify for Medicaid but, like most seniors, if I hear that I could qualify for some assistance, I’d be foolish not to try.” Now, after 8 years, she continues to be appreciative for the assistance and peace of mind the program offers. As Seattle becomes more unaffordable, the program has been critical in keeping Patricia in the community that she calls home. “I can’t tell you how grateful I am for this program,” she said. “It really is a blessing!”

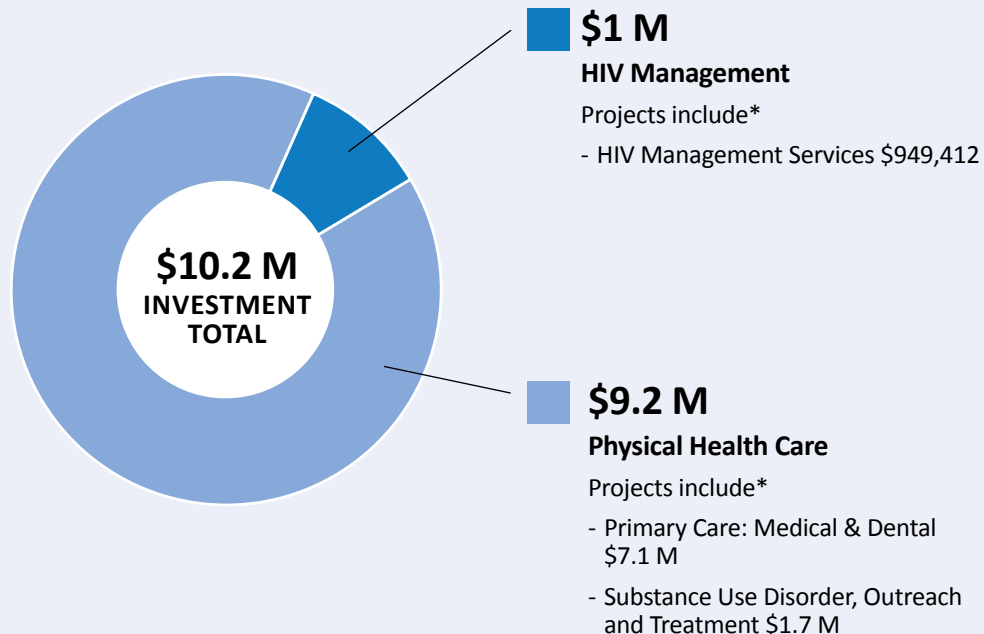
Stock photo used to protect client’s confidentiality

Promoting Public Health



The Human Services Department invested over \$10 million to Public Health in Seattle & King County in 2017, 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 use disorder services. The goal of the available programs and services is that all people living in Seattle experience moderate to optimum health conditions.

Budget



**Projects mentioned do not reflect all services funded for this impact area.*

Medical and Dental Care

The City's investments in Public Health work to ensure all low-income residents in our city, whether they have health insurance or not, have access to primary care and behavioral health services. These investments also work to ensure that kids can get dental check-ups and dental sealant applications conveniently at their schools.



PRIMARY CARE VISITS

Over 179,000 primary care visits and over 106,000 dental visits provided by Community Health Centers



NEEDLE EXCHANGE

Over 3 million clean syringes distributed by Public Health at needle exchanges

HIV Prevention and Treatment

We continue to both prevent the transmission of HIV in higher-risk populations and ensure that people living with HIV/AIDS have access to the latest and best treatment.

Injection drug users also have access to clean needles and, if they choose to seek treatment, have easy access to medication-assisted treatment either with methadone or buprenorphine.

Healthcare for Homeless

Individuals experiencing homelessness in our city have easy access to health care services, whether through clinics embedded in shelter or housing programs, or through a mobile medical van that visits several sites monthly where individuals experiencing homelessness gather.



ONSITE HEALTHCARE

Over 25,000 clinician visits to homeless individuals across 35 sites provided by The Healthcare for the Homeless Network

Impact



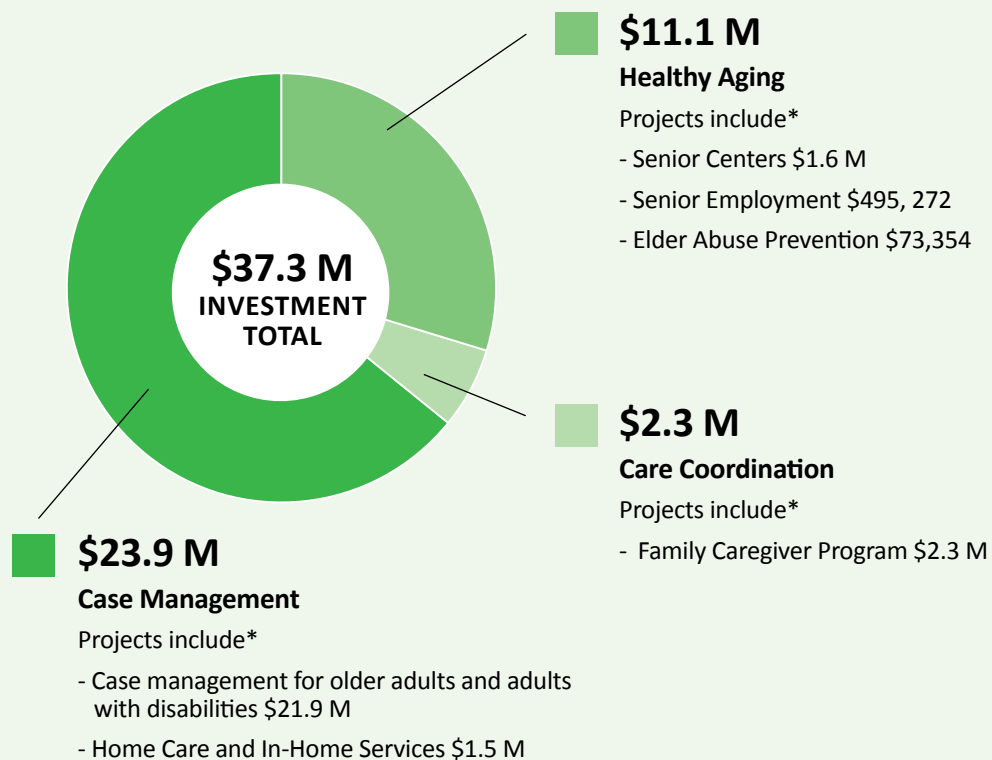
In 2017, George was diagnosed with severe congestive heart failure. Mobile Medical clinicians educated George about his new diagnosis and medication regimen and assisted him with scheduling appointments for follow-up care. During this time, the team’s social worker connected George to a case manager to help him look for housing. Once housed, the social worker arranged for a meal delivery program to provide George with prepared weekly meals that would help him maintain a heart-healthy diet. Today, George has ceased his amphetamine and alcohol use. He credits this, in part, to the education he received from Mobile Medical staff about the substances’ affect on his health. The Mobile Medical staff, George and his inpatient cardiology team continue to work together, making progress on a shared care plan that supports George’s health and housing.

Supporting Healthy Aging



HSD's Aging and Disability Services division is designated by state and federal governments as the Area Agency on Aging for King County. Our role is to plan, coordinate, and advocate for a comprehensive, county-wide service-delivery system for older people, family caregivers, and individuals with disabilities. The division funds and delivers an array of long-term services and supports, including case management for clients who receive in-home care and nutrition services, as well as services that help adults of all ages, such as caregiver support, senior centers, information and referrals.

Budget



**Projects mentioned do not reflect all services funded for this impact area.*

Making Seattle Age-friendly

The City of Seattle joined the AARP Network of Age-friendly States and Communities, committing the city to improving social, economic, and environmental factors that contribute to healthy aging. Through Age Friendly Seattle, HSD collaborates with other City departments and stakeholders to make improvements in:

1. Outdoor Spaces and Buildings
2. Transportation
3. Housing
4. Social Participation
5. Respect and Social Inclusion
6. Civic Participation and Employment
7. Communication and Information
8. Community and Health Services



AGE FRIENDLY EVENTS

2,000+ Seattle residents were directly or indirectly engaged in the development of the Age Friendly Seattle Action Plan, including more than 580 individuals who participated in equity forums, a civic technology hackathon, and other special Age Friendly Seattle events.



WALKABILITY SURVEY

The Seattle Department of Transportation hired 14 college interns to walk and map conditions of 2,300 miles of sidewalks to identify any challenging areas for pedestrians with vision-impairment or for those navigating in wheelchairs. The survey supports future sidewalk improvements.



CARE RESOURCES

18,469 older adults, family caregivers, and individuals with disabilities received information and/or assistance in accessing services

1,909 family caregivers received supportive services

Caregiver Support Services

HSD funds Community Living Connections—a network of community providers—to connect older people, adults with disabilities, caregivers, family members, and professionals to resources and service options.

In 2017, HSD launched an expansion of family caregiver support programs.



To access services, call 1-844-348-5464
or visit communitylivingconnections.org

Impact



Lorraine, a resident of a SHAG apartment, receives \$1,000 a month in Social Security income. Her rent is \$840 a month. Lorraine is unable to get to a food bank by herself and does not have enough money to buy food at the grocery store. She relies on the HSD-funded meal program and transportation to her local senior center for food. “It’s good to be breathing,” she told HSD planning staff. “My meal for the day is the lunch here. Sometimes I don’t eat if I don’t eat here.” The senior center also provides an opportunity for her to socialize. “I have a really small apartment. It’s dark, it’s depressing,” she explained. “I have a cat, but I’m lonely. That’s why I come to the senior center. I’m in my element. I help folks here.”

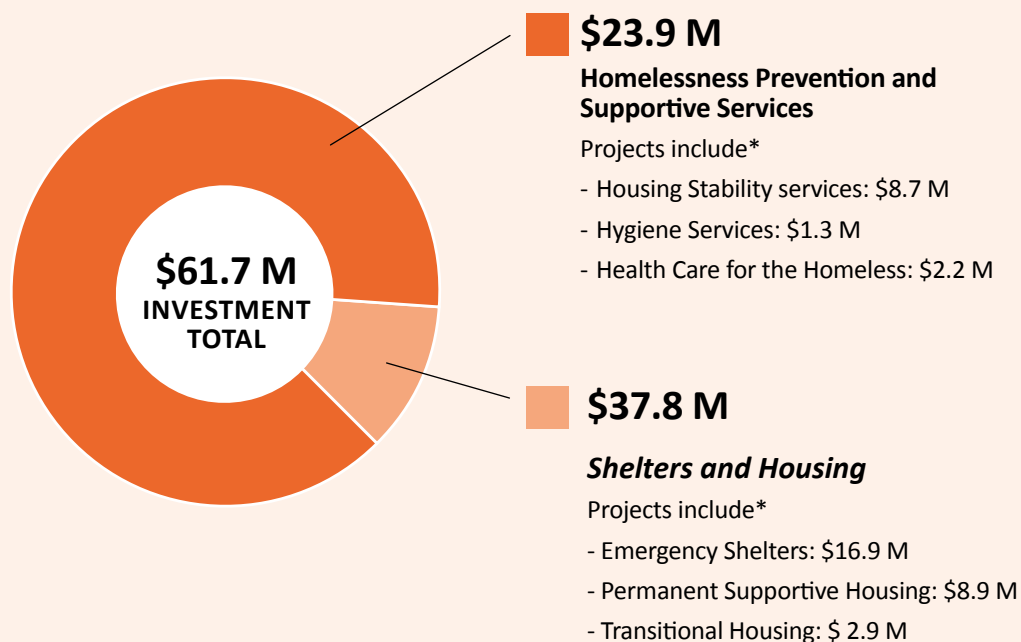
Stock photo used to protect client’s confidentiality

Addressing Homelessness



HSD's Homeless Strategy and Investment (HSI) Division focuses on assisting people in securing permanent housing to end their experiences of homelessness. Services are provided in three investment areas – prevention, emergency response and housing. Through these investment areas, service providers assist people who are at imminent risk of falling into homelessness or who are living without housing. Programs that receive City of Seattle funding served over 24,000 households in the homeless services system in 2017.

Budget



**Projects mentioned do not reflect all services funded for this impact area.*

Homeless Prevention Programs

Prevention programs assist people who are currently housed but face an imminent risk of becoming homeless. Prevention programs help people remain in their homes, with the use of one-time financial assistance or case management services.



FINANCIAL ASSISTANCE

836 households used prevention programs such as financial services to pay rent or utility bills and case management services to remain in their homes or move to other stable housing.



SERVING HOMELESS

In 2017, 5,827 households were served in basic shelters, 5,552 households were served in enhanced shelters, and 627 were served in tiny house villages. 1,198 households transitioned out of emergency shelters and tiny house villages into permanent housing.

Support and Services

Emergency services provide shelter and a connection to housing for people experiencing homelessness. Shelters, tiny house villages, transitional housing, day centers, and homeless outreach programs focus on providing support for those living unhoused.

Programs with Results

HSD invests in Diversion, Rapid Rehousing, and Permanent Supportive Housing programs that provide financial assistance, supportive services, or permanent housing to help people leave the homeless services system and enter safe housing.



EXITING TO PERMANENT HOUSING

5,456 household exited from the homeless services system to permanent housing in 2017.

Impact



Some individuals who are living outside are hesitant to accept referrals to shelters or other safer sleeping environments. This summer, Tim, a man who the Navigation Team first met over a year ago, finally agreed to accept a referral to a 24-hour shelter with enhanced services. Since first meeting him the Navigation Team encountered him and offered services and support more than 20 times. While doing outreach across the city the Navigation Team works diligently to build trust and connection with people living unsheltered. These efforts pay off in huge ways when individuals like Tim finally feel safe enough to accept a place inside and begin their journey out of homelessness.

Stock photo used to protect client's confidentiality

Focus on Innovation

Testing New Ideas

In 2017, HSD piloted the Innovation Fund to test new ideas and programs that focused on achieving results and racial equity. \$225,000 was made available for new ideas that related to at least one of the department’s six impact areas. As part of the City’s Age-Friendly Seattle initiative, the department designated \$125,000 of the total Innovation Fund to support projects that would advance the “Promoting Healthy Aging” impact area and align with one or more of the Age-Friendly Seattle goals. Out of 100 proposals, 12 successfully received funding for their innovative ideas. All proposals focused on reducing disparities for people of color. Nine of the 12 organizations awarded funding, have staff and leadership that reflect the communities of color they serve, and half of the awardees received City funding for the first time. HSD staff facilitated three learning circles with all awardees to share best practices and ideas for greater impact in the community.



2017 Innovation Fund Celebration

Focus on Innovation

East African Community Services-Saturday Math Academy

Success in mathematics is an indicator of college readiness. East African students K-5th grade attended the Saturday Math Academy to learn a love for math.

Multicultural Community Center Coalition-Shared Service Model

Immigrants, refugees, and people of color often live in separate communities but have issues that unite them. A new partnership model co-located 10 organizations that collaborated daily to create a safe, livable community for immigrants, refugees, and people of color.

Real Change Homeless Empowerment Project-Resource Guide

Real Change created and distributed a free comprehensive Resource Guide of services for low-income individuals and families and persons experiencing homelessness in Seattle. One section of the guide highlighted service providers that focus on racial equity.

Somali Family Safety Task Force-Breaking the Silence

A Somali community forum trained community leaders – elders and imams – on gender-based violence in a culturally appropriate way to remove the stigma surrounding the topic and ultimately reduce the violence itself.

Mercy Housing Northwest-Accessible Primary Care for the Somali Community

The Somali population under utilizes primary care, but regular visits could significantly reduce health disparities. An after-hours walk-in clinic brought services into an affordable housing community to address this issue.

Women United-Threads of Change

Kinship caregivers experience high physical and emotional stress. A sewing class connected low-income women and women of color to each other and to resources so that they can mend themselves while learning to mend fabrics.

Latino Community Fund of Washington State-Bailando Toward Healthy Aging

Imagine a space where Latinx youth and seniors build community, share access to health services, and celebrate Latinx culture through dance. A series of culturally relevant dance classes were held twice a month at rotating community locations in South Seattle.

Eritrean Association of Greater Seattle-Eritrean Elder Outreach Program

An intergenerational program linked Eritrean elders to youth in a setting that supported both demographics. Elders received a variety of culturally-specific health and social services, and youth heard and recorded their elders' stories, creating a deep community bond.

Tilth Alliance-The Community Good Food Project

Community-led dinners and weekly deliveries of fresh produce to three congregate meal kitchens helped reduce disparities in food access and nutrition for seniors – especially Latinx; Ethiopian and Eritrean; and Laotian, Hmong, and Mien seniors – in Southeast Seattle.

API Chaya-Innovation in Action: Whose Streets? Our Streets!

A group of queer, trans, people of color, parents, disabled individuals, and seniors defined safety and conducted public safety audits using a mapping app. The findings are being submitted to (1) the city to inform city- planning needs and (2) the SafetiPin app creators for use in Seattle.

National Asian Pacific Center on Aging (NAPCA)—Tailored Caregiver Assessment and Referral (TCARE) Readiness for Korean and Vietnamese Communities

Korean and Vietnamese American communities show grave disparities in accessing TCARE, which helps ease caregivers' stress and depression. NAPCA tested these communities' readiness and cultural appropriateness of TCARE.

University of Washington-Promoting early awareness and support for cognitive health and impairment in underserved communities

Asian Americans and Pacific Islanders (AAPIs) – likely due to stigma – under report Alzheimer's disease and related dementia. The University of Washington partnered with and trained AAPI-serving organizations in Seattle to identify culturally-responsive ways to share the action brief, thereby reducing the associated stigma.

Impact



Tilth Alliance was awarded funding from the 2017 Innovation Fund for its Community Good Food Project. Through community-led dinners and weekly deliveries of fresh produce to three congregate meal kitchens, the program aimed to reduce disparities in food access and nutrition for seniors—with an emphasis on Latinx, Ethiopian, Eritrean, Loatian, Hmong and Mien communities. The two primary tasks of the project were:

- Distribute 1,200 Good Food Bags over a 10 week period to three Senior Meal Program sites—El Centro de la Raza, East African Elders, and the Loatian/Hmong/Mien Community.
- Host meals for the community prepared by Ethnic Senior Congregate Meal Program cooks from Rainier Beach Urban Farm and Wetlands.

Through the Good Food Project, older adults of all backgrounds were able to join as community over nutritious meals and have better access to fresh produce.

Focus on Racial Equity

Racial Equity is a focal lens the Department strives to use in all aspects of our work. In our roles of grant-maker, planner, and direct service provider, HSD works to ensure funding processes, programs, and policy decisions are made with a focus on racial equity. The inclusion of racial equity at all levels of our work creates accountability between our department and the people we serve. In 2017, the Homeless Strategies and Investment division released the Homeless Investments Request for Proposals—an investment of over \$30 million. This funding process identified Black/African American and American Indian/Alaska Native communities as focus populations to intentionally address the disproportionate representation these communities have within the overall population of those experiencing homelessness.





In August of 2017, Director Lester convened representatives from All Home King County, HSD staff and Community members to meet with the Clallam Bay Black Prisoners Caucus to discuss the upcoming 2017 Homeless Investments Request for Proposal (RFP), and foster a broader conversation around homelessness solutions. Since 1972, the Black prisoners Caucus (BPC) has worked to empower its members and promote political awareness, create educational opportunities, address root issues that fuel the incarceration of men, women and children, and work to increase the number of people that are able to return to community sufficiently equipped to support themselves, their families, and their communities. The BPC has been in relationship with HSD centered around racial justice work for nearly 18 years.

Community Engagement Process

Members of the Black Prisoners Caucus represented individuals who had experienced homelessness prior to incarceration, are at higher risk of homelessness upon release, or have had/currently have family members experiencing homelessness and were able to bring a level of first- hand experience to the process.

- Members of the Black Prisoners Caucus facilitated the meeting, and were well-versed in the City's RFP process, King County's 10-year plan to end homelessness, The Barbara Poppe report, and all documents related to the 2017 Homeless Investments RFP.
- HSD staff received recommendations to improve the effectiveness of homeless services. These recommendations will inform future funding and engagement processes.
- The trip was an opportunity to model authentic partnership between government and community, beyond traditional community engagement approaches..

Focus on Stewardship

In our roles of grant-maker, planner, and direct service provider, stewardship is a core tenant that guides our work. HSD strives to be both good stewards of the public dollars we invest in the human service sector, and good stewards of our relationships with community and the agencies we partner with to serve the individuals and families of Seattle.



Building Relationships

In August of 2017, HSD’s Senior Leadership Team hosted the first Provider Open House. This event provided HSD an opportunity to “re-introduce” itself to the service provider community, to deepen the connection between service providers and the department to maximize opportunities for people to access resources and solutions that will contribute to strong communities. Director Lester, and the Senior Leadership Team led participants in conversations that provided clarity on the department’s mission, vision, tenants, processes and priorities, while also facilitating the opportunity for providers to connect with staff to build better relationships.

- The Provider Open House created the opportunity to better steward the relationships HSD has with the many organizations that provide direct services to the community.
- The Senior Leadership Team provided better clarity on HSD’s funding processes and our desire to invest in programs and services that achieve positive results for the people and families our contracted agencies serve.
- The event allowed the department to better connect with smaller agencies, who often do not have the same access to the department as larger agencies.

HSD Executive Team



Catherine Lester
DEPARTMENT DIRECTOR



Audrey Buehring
DEPUTY DIRECTOR



Jason Johnson
DEPUTY DIRECTOR



Meg Olberding
DIRECTOR OF EXTERNAL AFFAIRS



Terry McLellan
DIRECTOR OF HUMAN RESOURCES



Jane Klein
EXECUTIVE ASSISTANT TO
DEPARTMENT DIRECTOR



Seattle
Human Services