

MEMORANDUM

DATE: November 6, 2014
TO: Karen Bergsvik, City of Renton
FROM: Fauna Larkin and Annie Saurwein
RE: City of Renton Human Services Strategic Plan & Funding Plan Scope of Work

PROJECT UNDERSTANDING

The City of Renton wishes to develop both a Strategic and Funding Plan for Human Services to guide decision-making and actions over the next five years. The plan will identify clear priorities and an actionable roadmap to achieve human services goals. This strategy document will consider the whole spectrum of human services and create clarity and consensus around the delivery of human services by providers throughout Renton. The Funding Plan will translate the Strategic Plan directly to the grant-making process, to help the City allocate its limited human service funding to best meet the Plan goals.

This project comes on the heels of a recently completed Community Needs Assessment and the development of an Older Adult Business Plan. The Community Needs Assessment identified the pressing needs faced by individuals in Renton. During this process, 13 specific needs were established and combined into five categories of need. These categories are:

- Economic Opportunity
- Basic Needs for Families
- Health and Wellness
- Attainable, Quality Housing
- Neighborhood Opportunity

The Human Services Strategic Plan is intended to help determine how to respond to these needs. Additionally, the City developed an Older Adult Business Plan to support the provision of older adult services. The City's Older Adult Business Plan provides a Vision and key goals, strategies, and actions to improve services for older adults in Renton. It will be important to make sure that this Plan is supported by and complementary to the Human Services Strategic Plan.

SCOPE OF WORK

A good strategic plan is both a process and a product. The process builds clarity, understanding, and support among key stakeholders; the product is an aspirational yet achievable plan. We propose a collaborative approach to developing Renton's Strategic Plan for Human Services that will be guided by the City's Human Services Advisory Committee as well as the City's designated project manager who will administer the project from start to completion.

Task 1: Project Kickoff & Refinement

At the outset of the project, BERK will meet with the project management team. BERK will come to the City for a kickoff meeting to:

- Identify and refine the strategic planning objectives
- Review and revise the project approach and schedule, including key public engagement touch points and work sessions with the Advisory Committee
- Identify critical stakeholders and best engagement strategies
- Clarify roles of BERK, the Project Management team, the Advisory Committee, and any other key stakeholder group
- Conduct an initial “SWOT,” identifying current issues, strengths, challenges, and opportunities

The project will be highly collaborative, with frequent communication between BERK and the City’s project manager through a combination of in-person meetings, telephone calls, and email.

Meetings & Deliverables

- Kick-off Project Management Team meeting and agenda
- Revised project approach and schedule
- Draft Public Engagement Plan

Task 2: Situation Assessment and Strategic Options

The Human Services Strategic Plan builds upon the Community Needs Assessment for Human Services and Housing. The Needs Assessment provides up-to-date information on the composition of the community and its human service needs. To support strategy development BERK will collect and analyze additional information on the City’s existing services, strengths, constraints, organizational needs, and priorities with regards to human services.

The activities conducted in Task 2 provide critical information for the strategic planning process while engaging key stakeholders. Public engagement ensures the resulting plans will meet the broader needs of the City and are best positioned to attract buy-in and support. We will also endeavor to target public engagement activities such that we can collect key perspectives from five stakeholder groups (residents, social service provider leadership, human service users, elected officials, and de facto social service providers [e.g., Renton School District, King County Library System]). To do this, we will work with City staff to identify representatives of the community and service providers that the City would like to hear from.

In all, the information collection activities include:

- **City document review.** BERK will review background information including previous Human Service work plans, strategies, and departmental goals and objectives. The City’s current Human Service Goals, outlined in the Comprehensive Plan Element for Human Services, will act as a starting place for the strategic planning process.
- **City services and clients.** BERK will analyze each of the City’s existing human services including the services of any providers whom they fund.
- **Partner services and clients.** BERK will analyze the existing human services provided by partners and providers in Renton.

- **Public Engagement.** Five World Café Conversations, each focused on one of the five categories of need, will explore the needs of specific clients and beneficiary groups. These conversations will be open to the public, and with help from City staff, we will ensure that representatives from each of the five stakeholder groups are represented during each conversation.

Meetings & Deliverables

- Final Public Engagement Plan
- Draft and Final World Café Conversation protocols and meeting materials
- Draft and Final World Café Conversation summaries and findings
- Analysis of the City's and providers' current services and strategies for older adults
- **Advisory Committee meeting #1** will address human service challenges, deficiencies, and gaps and identifying strategic options. **(November 18, 2014)**
- **Advisory Committee meeting #2** will allow for review of the situation assessment and the initial development of strategic options. **(December 16, 2014)**
- **Advisory Committee meeting #3** will allow for review and advancement of a vision goals for both the Strategic Plan and the Funding Plan **(January 20, 2015)**

Task 3: Draft and Final Strategic and Funding Plans

BERK will develop drafts of both the Strategic Plan and Funding Plan for the Project Management team and the Advisory Committee to review and discuss. The Draft and Final Strategic Plan and Funding Plan will be concise and accessible to City's leaders and stakeholders.

BERK will prepare the final Draft of the Strategic Plan and Funding Plan with the benefit of feedback, reactions, and questions from the Project Management team, Advisory Committee, and City Council. The final Strategic Plan and Funding Plan will be attractive, easy to read, and suited to broad circulation including posting to the City's website. The Plans' goals and action strategies will be implementation-focused.

Task 3a Draft and Final Strategic Plan

The Human Services Strategic Plan will contain an updated Vision, goals, and action strategies. It will build upon the key community indicators established in the Community Needs Assessment and include clearly articulated desired outcomes.

Task 3b Draft and Final Funding Plan

The Human Services Funding Plan will help to establish how the City of Renton will strategize its funding of providers.

Meetings & Deliverables

- Draft 1.0 Strategic Plan and Funding Plan for Project Management Team review
- Draft 2.0 Strategic Plan and Funding Plan for **Advisory Committee meeting #4 (February 19, 2015)**
- Draft 3.0 Strategic Plan and Funding Plan for stakeholder review
- Draft 4.0 Strategic Plan and Funding Plan for Project Management Team review
- Draft 5.0 Strategic Plan and Funding Plan for **Advisory Committee meeting #5 (March 17, 2015)**
- Final Human Services Strategic and Funding Plan for circulation and adoption

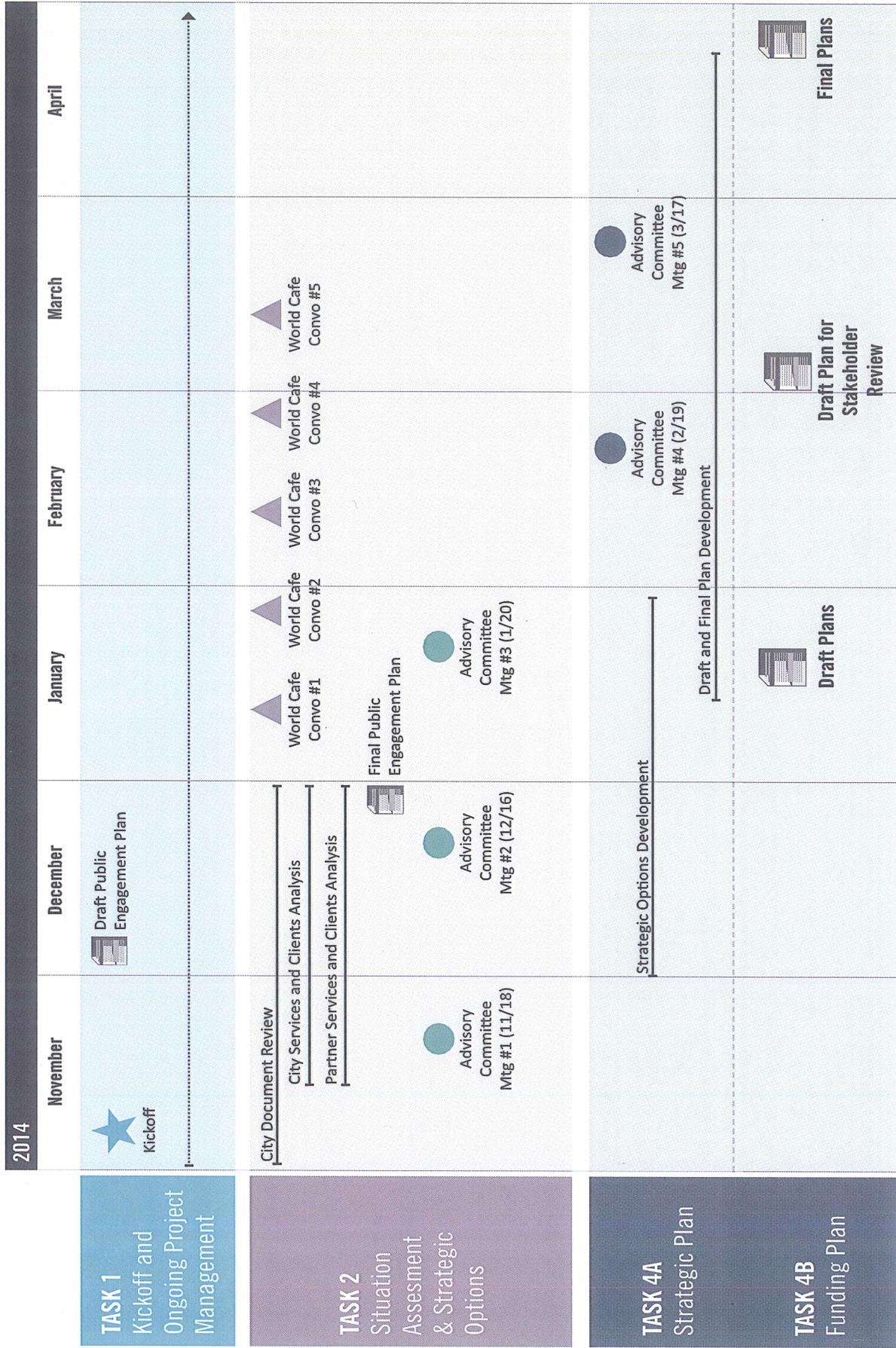
PROPOSED BUDGET

We offer the budget outlined below as a starting point for further discussion with the City. We expect further refinement as we collaborate to align the proposed project approach with the City's needs, priorities, and resources.

City of Renton Human Services Strategic Plan & Funding Plan

| | Fauna Larkin Facilitator/ Project Manage | Annie Saurwein Facilitator/ Strategist | Project & Analytic Support | Total Hours and Estimated Cost by Task |
|--|---|---|----------------------------------|--|
| 2013 Hourly Rate | \$140 | \$115 | \$75 | |
| Task 1: Kickoff & Refinement | | | | |
| Subtotal | 9 | 13 | 0 | 22 \$2,755 |
| Task 2: Situation Assessment & Strategic Options, including support at all 5 World Café Conversations | | | | |
| Subtotal | 39 | 53 | 23 | 115 \$13,280 |
| Task 3 : Draft and Final Human Services Funding Plan | | | | |
| Subtotal | 35 | 80 | 55 | 170 \$18,225 |
| Total Estimated Hours | 83 | 146 | 78 | 307 |
| Cost (Hours*Rate) | \$11,620 | \$16,790 | \$5,850 | \$34,260 |
| Project Expenses @ ~2% of project budget | | | | \$685 |
| Estimated Project Total | | | | \$34,945 |

Renton Human Services Strategic Plan Project Schedule



Proposed Calendar for HSAC meetings for 2015

Proposed Agency Visits:

- Orion and Auburn Youth Resources – both in Auburn
- Washington Poison and the Crisis Clinic – both are in Northgate area of Seattle
- WA CASH – is in South Seattle and Center of Hope (or Center can be done at one of the meetings at City Hall)
- Puget Sound Training and the Emergency Feeding Program

Questions: Do we want agencies that we do not tour, to be given the opportunity to give presentations at the meetings at City Hall?

What else do you want to learn about or get updates on, in 2015? Renton or Regionally?

- Renton Housing Authority and the Sunset Area Redevelopment
- Economic Development activities
- Housing Repair Assistance Program
- Choice Neighborhood Grant application

November: City Hall (Berk coming)

December: City Hall (Berk coming)

January: *Two world café conversations in community in Jan*

February City Hall : Draft Human Services Strategic Plan review/input
Two world café conversations in community in February

March Agency Visits #1

One world café conversation in community in March

April City Hall: Final Strategic Plan review

May Agency Visits #2

June

July Agency Visits #3

August

September City Hall: Final funding plan

October Agency Visits #4

November

December



Please join us as we celebrate the Renton Housing Authority's
Grand Opening of:

Kirkland Avenue Townhomes

Tuesday, December 2
10:30 am to 12:30 pm - open house
11:00 am - program & ribbon cutting

1508/1518 Kirkland Avenue NE
Renton, Washington 98056

[click here to rsvp](#)

for more information contact kaelene nobis at rha:
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(425) 226-1850 Ext. 270

{please dress for inclement weather}



The Kirkland Avenue Townhomes is the first publicly funded, affordable, multifamily modular construction project in Western Washington. The Townhomes are part of the Sunset Area Community Revitalization effort and provide replacement housing for the Sunset Terrace Redevelopment, along with housing for veterans. For more information, see <http://www.rentonhousing.org/> and <http://www.rentonwa.gov/sunsetarea/>.

with special thanks to our funders:

City of Renton
U.S. Department of Housing and Urban Development
King County
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Washington State Department of Commerce