

# 2017 Encampment Monitoring Report

---

---

Prepared by the Seattle Office for Civil Rights  
March 19, 2018



**Seattle**  
Office for Civil Rights

## BACKGROUND

The Seattle Office for Civil Rights (SOCR) works to advance civil rights and end barriers to equity. SOCR enforces laws against illegal discrimination in employment, housing, public accommodations and contracting within Seattle city limits. SOCR supports innovative, community-driven solutions to advance race and social justice and bring about greater equity for all Seattle residents. Our policy areas of focus include criminal justice, housing access, economic equity, and gender justice in addition to providing support to the City's four civil rights commissions. SOCR also leads the Race and Social Justice Initiative, a citywide effort to end institutional racism in City government and to achieve racial equity across our community.

Since 2008, the City of Seattle has adhered to a set of rules for removing unauthorized encampments lived in by people who are homeless. The Multi-Departmental Administrative Rules (MDAR 08-01), outlined a series of steps the City would take relating to notice, storage, and outreach prior to removing an unauthorized encampment. From August 2016 through the end of December 2016, the Mayor's Office asked the Seattle Office for Civil Rights to monitor all unauthorized encampment removals to ensure that the City followed MDAR 08-01. Our 2016 report included a review of compliance as well as an analysis of the demographics of those living in encampments that were subject to removal by the City. Our review looked at data pertaining to both race and disability. At the time, this information was collected solely by REACH, the contracted human service provider. Based on our findings, we concluded that a racial equity analysis and an analysis of the impacts on people with disabilities should be done on all programs, policies, and investment efforts to address homelessness, as well as on protocols that address the removal and clean-up of unauthorized encampments.

In late 2016, then Mayor Edward Murray formed a task force to make recommendations on changes to the MDAR. New draft rules were published on January 31, 2017 and public comment was solicited. As a result, the new Multi-Departmental Administrative Rules (MDAR 17-01) went into effect on April 3, 2017. An additional rule, Finance and Administrative Services Encampment Removal Rule (FAS 17-01) was promulgated to provide guidance to City departments on how and when the City would remove unauthorized encampments. The new MDAR 17-01 directs all City departments to follow the FAS 17-01 Encampment Removal Rule when removing an encampment.

Additional changes to the way encampment removals are conducted included the creation of the City's Navigation Team and the use of the Emergency Operations Center as a central location for interdepartmental coordination. The Navigation Team is comprised of Seattle police officers, REACH human service providers contracted by the City, and staff from the Finance and Administrative Services. An outreach coordinator on staff with the Finance and Administrative Services Department, is the point person for mental health issues and is responsible for tracking outreach contacts and services provided. Field Coordinators, also on staff with Finance and Administrative Services, provide on the ground coordination ahead of and on the day of removals. A program manager with Finance and Administrative Services and an SPD lieutenant are responsible for overall team and scheduling coordination.

On April 25, 2017, the Office for Civil Rights signed a new Memorandum of Agreement (MOA) with Finance and Administrative Services and the Human Services Department to provide high-level oversight to ensure the City is following MDAR 17-01 and FAS 17-01. The MOA states, "The Seattle Office for Civil Rights will provide high-level oversight to ensure the City is following the Multi- Departmental Administrative Rules (MDAR 17-01), the Finance and Administrative Rule (FAS 17-01) and other adopted policies pertaining to removing unauthorized encampments as they may change from time to time." SOCR conducts its assessment through two monitors who observe whether and how protocol is adhered

to at a site. This includes reviewing notice postings, observing outreach with residents and observing storage processes. Under the current MOA, if the required elements of the MDAR or FAS rule are not met, SOCR has the authority to halt the cleanup and removal efforts. Unlike the 2016 MOA, where SOCR monitors were required to be at every removal of an unauthorized encampment, the 2017 MOA calls for random site visits and high-level oversight. The MOA stipulates SOCR will review monthly operational reports and encampment removal data, conduct interviews with encampment cleanup personnel, outreach staff, and residents, and issue semi-annual reports on our observations, findings and recommendations.

This is the second report for 2017 and covers the full year. The report returns to observations we raised in the fall 2017 report and provides additional findings and recommendations.

## METHODOLOGY

This report is based on observations made during 24 visits to unauthorized encampment sites, including 20 encampment removals that occurred from May through December of 2017. Monitors visited sites that represented a breadth of types, including encampments with large numbers of people residing in them as well as smaller encampments, diversity in location throughout the city, and sites designated as emphasis areas by the City<sup>1</sup>.

In addition to observations made on the ground, we reviewed daily site journals of encampment removals created by the Navigation Team field coordinators as well as data on outreach collected by REACH and by the FAS Outreach Coordinator. As part of our efforts we also interviewed Navigation Team staff including members of FAS, SPD and REACH.

The report also includes a review of two datasets. The first is from data collected and owned by REACH, the human service provider contracted by the City to provide outreach and case management support to encampment residents. The REACH data is collected at every outreach visit and every removal of an encampment. It is collected only by REACH human service providers. The information we used for this report spans February through December 2017. It does not include names but includes entries by date, location, visit type (removal or pre/post-removal outreach) and uses counts of individuals within fields identifying race<sup>2</sup>, gender, whether the person is under 25, whether they are living with family, whether they have a pet, reasons for shelter ineligibility or decline (13 specific reasons are included as separate fields), types of referral or service provided (25 specific referrals/services are included as separate fields) and multiple sections for narrative information. Apart from a few fields that have since been removed, this is the same dataset that was collected in 2016.

The second is a dataset owned by the Navigation Team Outreach Coordinator. This dataset was created in early 2017 as the Navigation Team was being developed. The dataset includes information collected by Navigation Team police officers (police officers use an app to collect data), FAS field coordinators (it was noted by FAS that the field coordinators rarely collect data), and the FAS Outreach Coordinator. It also includes data collected by some social service providers such as Union Gospel Mission or Metropolitan Improvement District, though it was reported by FAS that not every provider captures all information or reports it uniformly. It does not include the data captured by REACH except when REACH case workers have made a referral to an alternative living arrangement.

Due to a technical issue with the app SPD uses to collect data, there was no complete Navigation Team dataset for SOCR to review within the timeframe needed for this report. Instead FAS provided a spreadsheet containing information on 1,978 contacts made in 2017. An additional 1,519 contacts from the SPD app were not included. We have been informed that the Human Service Department's data and performance team is assessing tools to improve the data coordination and collaboration activities in 2018. The dataset sent to SOCR pulls from a by-name database kept by the Navigation Team. That dataset includes name, and/or alias, date of birth, race, ethnicity, gender, date of contact, location of contact, service requested, service offered, service accepted, alternative living arrangement referred to, date of referral to alternative living arrangement, date confirmed at alternative living

---

<sup>1</sup> The outreach visits we monitored did not include outreach-only visits made by Navigation Team SPD officers.

<sup>2</sup> The REACH data uses perceived race rather than self-identified.

arrangement, date discharged and reason, and notes/narratives. For those individuals who did not provide a name or an alias, a specific unique identifier was used. Due to privacy concerns, SOCR requested to review the dataset with only unique identifiers and without names of individuals. FAS shared this concern, and as such did not include narratives which would have included potentially private information of individuals. The dataset we reviewed included the following fields: unique identifier, race, ethnicity, gender, date of contact, location of contact, service requested, service offered, service accepted, alternative living arrangement referred to, and date of referral to alternative living arrangement.

It is critical to provide data that is representative of the people who are living in encampments. Our first report in 2017 used only the REACH dataset as we were unaware that SPD and the FAS Outreach Coordinator were collecting and inputting data. We were aware of the separate by-name dataset kept by the Navigation Team but had understood it to be different only in that it was using a method to avoid duplications. We have since received clarification on the Navigation Team dataset and collection process.

## **SUMMARY OF COMPLIANCE**

SOCR monitored 20 removals of the 130 unauthorized encampments removals that occurred between May and December of 2017<sup>3</sup>. All 20 removals monitored by SOCR complied with the Multi-Departmental Administrative Rules governing encampment removals. SOCR did not have to halt a removal for failure to comply with MDAR-17-01 or FAS 17-01.

## **FINDINGS AND RECOMMENDATIONS**

**Finding 1. People of color make up a disproportionate share of those who are unhoused in Seattle. Accordingly, racial justice must be central to the City's policy response to unauthorized encampments. SOCR recommended a racial equity toolkit analysis on the encampment removal process which began in 2017.**

The City has a stated value of racial justice and racial equity. To hold this value requires that our policies are examined for their impacts on communities of color. All Home's *2017 Count Us In Report* found that in King County racial disparities persist in those who are unhoused, with people of color comprising over half (55%) of the unhoused population<sup>4</sup>.

While the datasets collected by the Navigation Team and REACH are not wholly inclusive of the other, each show that like the overall homeless population, people of color are disproportionately represented.

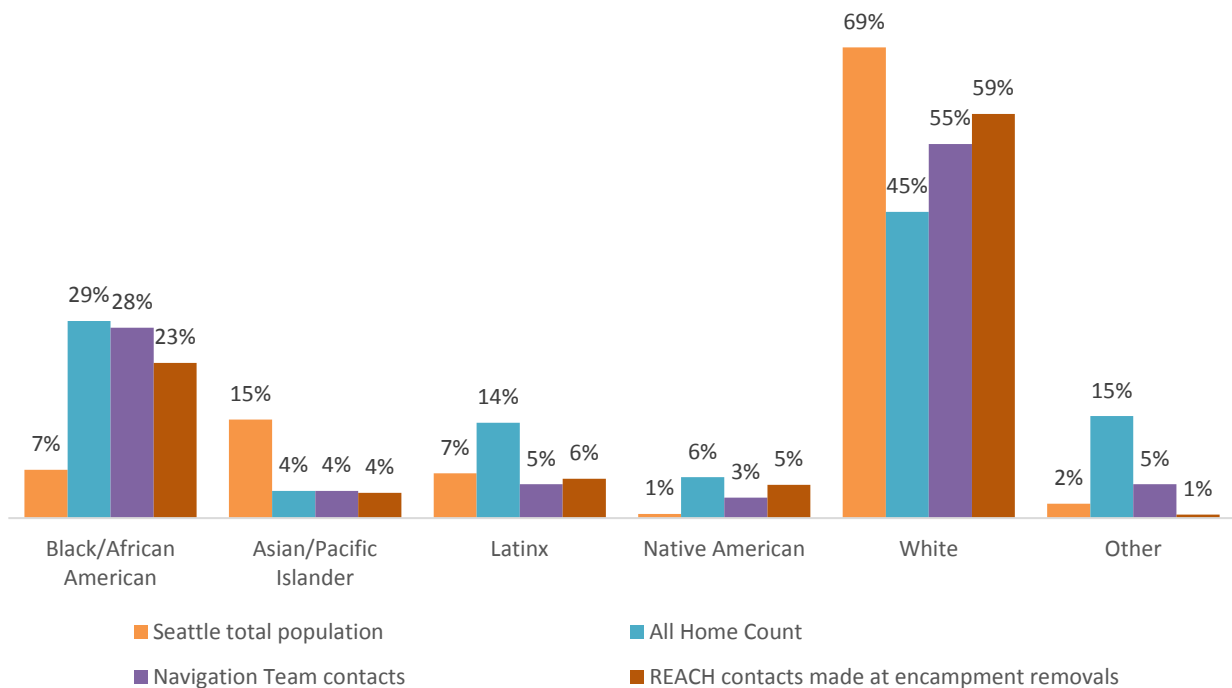
---

<sup>3</sup> REACH tracks data at every removal. The count of 130 removals reflects those REACH was present at during the period of May 12-Dec 31, 2017. There are times when a removal of an encampment occurs over multiple days. We have counted these occurrences as one removal. SOCR attended approximately 15% of all encampment removals.

<sup>4</sup> 2017 Seattle/King County Count Us In report, All Home and Applied Survey Research, <http://allhomekc.org/wp-content/uploads/2016/11/2017-King-PIT-Count-Comprehensive-Report-FINAL-DRAFT-5.31.17.pdf>

Data supplied by the Navigation Team reflecting persons they made contact with in 2017, shows that Black and African American individuals are disproportionately represented, at four times the rate of their representation in Seattle population as a whole. Native Americans are represented at nearly three times the rate compared to their representation in the Seattle population as a whole<sup>5</sup>.

The data collected by the REACH at just encampment removals shows that Native Americans are overrepresented by about a rate of five times and Black/African Americans are overrepresented by about three times compared to their representation in the overall Seattle population<sup>6</sup>.



Despite many well-intentioned efforts, through policies and resource allocation, we have yet to significantly address historic harm and the root causes of racial inequities in employment, healthcare, education, and housing. We are aware of efforts by the Human Services Department to include specific racial equity goals to contract with organizations led by communities of color. If the City of Seattle centers racial justice and creates targeted strategies to address racism at its root, we would positively impact not only communities of color, but the community as a whole. We posit that any and all policies regarding people living unhoused must necessarily start with racial justice at the center.

<sup>5</sup> FAS Outreach Coordinator provided race/ethnicity data. FAS creates a by-name list to avoid duplication. This list does not include people the Navigation Team made contact with who did not provide their name. It also does not include anyone contacted by REACH, the contracted human service provider, unless they accepted a referral to shelter. Seattle population data pulled from U.S. Census Bureau, 2012-2016 American Community Survey 5-Year Estimates.

<sup>6</sup> REACH data provides counts of individuals per location and date and so may include multiple counts of the same individual. This data set does not include those contacts made by SPD or the FAS Outreach Manager.

Members of the Navigation Team have been receiving technical assistance support from SOCR's Race and Social Justice Initiative staff, as they begin to conduct a Racial Equity Toolkit (RET) review. The lead department has the purview to decide its scope. A limited focus on just the MDAR or on just the Navigation Team would not address core issues of the removal policy itself. FAS staff have informed us that the RET is focused on the Navigation Team.

**Recommendation:** The racial equity toolkit analysis should focus on the City's policy response to unauthorized encampments. This should include a review of the MDAR 17-01 and FAS 17-01 rule using a racial equity analysis as this analysis was not applied when the rules were amended in 2017. As the MDAR and FAS Rule do not describe the structure of the Navigation Team, a full racial equity analysis should also include a review of the Navigation Team structure, organizational/departmental placement, and the policy decision to use law enforcement personnel in a human service capacity.

**Finding 2. Storage practices in compliance but additional strategies needed.**

Throughout 2017, our monitors observed adherence to the rules relating to storage. We noted in our last report that some residents did not retrieve their belongings as they either didn't have a phone to contact the City's retrieval number or were in fear of sharing where they were now located. We heard additional concerns regarding what items were included as safe to store such as those that had been wet by the rain. Monitors noted that from late October onwards, information on storage was posted at the sites and listed in English and Spanish. FAS staff informed us that they are continuing to seek ways to make the storage process easier. They shared that people do not have to provide information on where they are currently residing in order to retrieve their belongings, and that in 2017, they streamlined the storage recovery process by publishing the Navigation Team storage recovery cell phone to expedite the return of people's belongings. The telephone number is also posted on post-cleanup notices and given to those who ask to have their possessions stored. In addition, FAS worked with REACH and SPD to create a Client Care Form to solicit concerns and recommendations.

**Recommendation:** Continue to gather and use input from people living in unauthorized encampments to inform the development of storage strategies to ensure that people can successfully access their personal property.

**Finding 3. Human service providers could play a greater role in the prioritization of encampments.**

In our mid-year report of 2017, we discussed concerns that at times it was unclear to monitors and REACH staff why a site was selected over others for removal. This led to a concern that the safety or vulnerability of people living in encampments was not always given appropriate weight. We recommended that a mechanism be put into place to ensure greater communication and transparency in the process as well as opportunity for REACH staff to provide input.

FAS staff informed us that an MDAR training had been provided to the Navigation Team to ensure the process and rules were communicated and discussed. FAS also stated that they hold morning team meetings four days a week, comprised of contracted outreach personnel, Navigation Team police officers and field coordinators to discuss how to best serve people at the site and to talk through site conditions. We were informed that the Navigation team officers and outreach also coordinate several

times per week to discuss where additional outreach is occurring that is not connected to specific clean-up activity. FAS stated that together, these actions provide the framework for prioritization and an ongoing tool to affect prioritization.

FAS has explained that the meetings are the best avenue for provider input as they allow for REACH or other agencies present to discuss concerns they have and that FAS can pull a site off the calendar if needed. For example, FAS shared that at times the Outreach Coordinator made the decision to allow chronically mentally ill people to stay in place. Two incidents were referenced including allowing a woman who was schizophrenic to remain and continue receiving mental health support and another incident when a man was permitted to remain at an encampment due to his mental health and social challenges. While these examples show that the morning meetings may be used as a space for outreach workers to intervene, they have not always appeared to be the appropriate mechanism to make site changes in real time, since entities are already scheduled to perform the work. Our initial recommendation was for the contracted human service provider to attend the earlier site assessments to provide an avenue for outreach personnel to share their input on whether a site should rise to the level of prioritization and an opportunity for a different type of intervention that might not involve encampment removal. FAS has explained that the Field Coordinators who are sent to inspect sites are required to have prior social service experience and that they review hundreds of sites, many of which are determined to be uninhabited and only requiring clean-up. They have not included outreach personnel at these visits as they haven't seen these inspections as the best use of resources for outreach. Nonetheless an opportunity remains to ensure greater access for human service providers to provide input into the prioritization process.

**Recommendation:** Given that human services personnel are contracted because of their case management expertise in serving vulnerable populations, their insight, and recommendations regarding vulnerability of people should be at the forefront of the City's decisions when determining whether an encampment is selected for removal. While efforts have been made to ensure these voices are prioritized, including hiring field coordinators with prior social service experience, and developing the Client Care Form, departments involved in encampment removals should work with the contracted human service providers to walk through the prioritization process, look at decision points, and talk through strategies to ensure their voices are a clear part of the process and their input is weighed as early as possible. While including REACH in site assessment would increase the scope of their work, it is our recommendation that this would formalize their input at this critical decision point.

**Finding 4. Data collection needs attention to ensure the City can meaningfully address the barriers people experience to accessing shelter and housing.**

It is our understanding that the Navigation Team Outreach Outcomes dataset is the dataset relied on by the City to understand and provide for the needs of the people they are contacting through outreach and at a removal of an encampment. The principal contributors to the dataset are the FAS Outreach Coordinator, Navigation Team police officers, and social service providers that are brought in at times to assist, such as Union Gospel Mission and Metropolitan Improvement District staff. We recognize that collecting data, particularly when working with people who are vulnerable or dealing with multiple issues of trauma and harm requires careful attention. As such, it is essential to make the process minimally intrusive and only collect what is necessary. The information collected tells a story about individuals' barriers to housing and how policies and programs are impacting them. There is a need to not only understand how best to serve individuals, but also the policy changes and



investments required to truly address the root causes of homelessness.

**Recommendation:** As it is our understanding that the Human Services Department will be leading an effort to determine what data should be collected and how, the following recommendations reflect several areas that would benefit from their attention:

- **Ensure privacy.** Our mid-year report of 2017 outlined concerns regarding privacy and how information is collected and shared with the City. These issues should be addressed to ensure that personal information is protected.
- **Ensure uniform and consistent data collection.** While REACH case managers track data at all sites, only their accepted shelter/housing referrals are reflected in the Navigation Team dataset. To fully review the breadth and depth of experiences occurring for people living in encampments, the data collected by REACH that does not result in a referral to shelter or housing should be included as a part of the full Navigation Team dataset. Additionally, FAS staff shared that data was not consistently provided from some of the other service providers that the Navigation Team partnered with, leaving the potential for gaps in what is reflected in this report.
- **Distinguish between removal and outreach site visits.** The Navigation Team dataset we reviewed does not identify whether the contact with the person took place at a removal or during earlier outreach, making it difficult to understand how people responded to services at different points in time and in different contexts.
- **Improve alignment of the dataset with the City's goal of ending homelessness.** The Navigation Team's database would benefit from providing designated fields showing the reasons why an individual is ineligible for shelter or declines shelter. This information is at times included in the narrative but unless this data is analyzed and shared categorically, it will not provide a complete picture of the systemic barriers and lack of access.

#### **Finding 5. People living unhoused continue to face systemic barriers to shelter.**

Our monitors heard from many people living in encampments that the Navigation Center and other low-barrier options are ideal as they allow people to remain with their loved one, keep their pet, in some cases stay more than one night without having to queue up, and not have to leave in the early morning. Others shared that the low-barrier shelters were preferred because they could store their belongings safely. We have been informed that increased investment in low-barrier options through the 2017 Pathways Home RFP will increase the availability of 24/7 shelter and sanctioned encampments and that is expected that these spaces will result in greater acceptance of services from the outreach teams' efforts prior to encampment clean ups. Low-barrier options ensure a person has the stability and support so needed. This feedback was mirrored in the data collected on the ground.

The REACH data counts each time a person does and does not take shelter and identifies the specific reasons for ineligibility or denial. While it does not include contacts made by the SPD Navigation Team members or the FAS Outreach Manager, it is still helpful information to understand barriers. For

example, REACH made contact with 1,385 people over the course of the year at encampment removals alone. Of these contacts, close to a quarter (21%) were ineligible for shelter due to reasons such as prior criminal history, having a pet, or being part of a couple. Ineligibility does not necessarily mean appropriate shelter was not offered. A complex set of factors are at play, including such things as distance from services or wanting to remain with a partner. As noted in Section Four, this is an example of where a consistent data practice between FAS and HSD is needed to ensure the City is well-informed on the barriers experienced by people who are unhoused.

Slightly more than half (52%) of those contacted during removals had declined shelter<sup>7</sup>. The reasons a person declined housing or shelter are also important to review. People declined shelter due to wanting to remain near services they were currently accessing; cited negative issues with shelter, issues of privacy, preferring to remain with community or a loved one, and other reasons. Despite the potential for counting a person multiple times, this information provides a reflection of people's lived experiences and the systemic barriers that continue to keep them unhoused.

**Recommendation:** Prioritize resources for appropriate low-barrier shelter and housing to address the complexities of homelessness.

---

<sup>7</sup> REACH data referenced is from February 8-Dec 31, 2017. Fields describing ineligibility and declines are described in the methodology section of this report.

**APPENDIX A: SUMMARY OF SITE VISITS**

Date	Location	Summary of Notes
5/12/2017	I-90 and Dearborn – under overpass	Outreach only not removal. Staff provided ID services, shelter, and housing assessments. According to REACH staff, a lot of people experiencing substance use issues at this site. One resident stated he’s been moved 4 times now but refused tiny house due to lack of shower/laundry services. One resident stated alternative placements are being offered, but not appropriate since not close to services and hard to get to. Also stated some residents not interested in treatment, shelter. Another resident proposed that homeless residents be hired to work at Navigation Center on opening.
5/23/2017	Dean and Poplar	Large number of residents had left before removal. About 33+ people present. More residents accepting shelter/housing. Tiny houses seem to be especially popular. Some housing options rejected due to being clean-only. All Nav Teams present, SPU, SDOT, Parks and Cascadia all present for clean-up, approximately 8-10 dump trucks standing by. Large police presence. At least 6-8 SPD vehicles present. Storage offered.
6/9/2017	1500 9 <sup>th</sup> Ave	It did not appear that a removal had occurred at this site. No updates received regarding the site prior to arrival there. Informed by REACH after that the sole camper had left, removal had been cancelled.
6/22/2017	Under I-5 at E Shelby and E Gwinn	No removal took place. Multiple versions of the calendar caused confusion. Informed afterward that the more recent schedule was incorrect.
7/12/17	Dearborn from 9 <sup>th</sup> to 10 <sup>th</sup> under I-5	No residents present. REACH reported that most residents just leave now when the crews arrive to begin a removal. Some referrals made to new Navigation Center. Concern about subjectivity of process and authority in designating obstructions and hazards. Also reported difficult to work with residents, provide services when a resident agrees to services, but is then told they must leave. Creates situations where REACH loses track of residents who already accepted help but didn’t take alternative housing and have to track them down again. FAS offered storage and went out day ahead to encourage people to re-locate.
7/21/17	Spokane and Airport Way to 1 <sup>st</sup>	Not a removal. Monitor arrived at 8:45am, no outreach workers or SPD present. Monitor stayed on-site until approximately 10:15am, but never encountered outreach. The area was very clean. Spoke with two residents. 1 Latino male, and 1 white female. Male thinks the city should designate a large area, set up plots for homeless residents. Also thinks more project/tiny houses needed, running water and other services provided. Female stated she had been there about 5 weeks, hadn’t moved.

		<p>before. Feels most residents in that area stay there because they are like family. She said a major problem with removals is that it breaks up the family, forces people to split up. Also said they keep area very clean, doesn't understand why City won't let them stay there. Thinks that if the City plans to continue w/ cleanups, should provide volunteers to help residents move. Can be very difficult, time consuming, especially for disabled.</p>
7/31/17	S Jackson St (800- 900 block - along I-5)	<p>No residents present upon arrival. Residents had left night before or early morning. REACH had been present earlier, had already left due to lack of residents. Field Coordinator was storing items.</p>
8/10/17	Harborview Emphasis Area	<p>Approx. 4 residents at the site. Spoke with a white male resident, age approx. 30-35. Had accepted services, was going to Nav Center. Resident understood why City wants to clean, doesn't understand why City can't clean while leaving people in place. Expressed that trash receptacles and portable toilets would be very helpful. Trash disposal is often far away from camping locations, difficult to reach to dispose of garbage.</p> <p>FAS confirmed storage and alternative housing offered, (Nav Center, Peter's Place and Hammond House).</p> <p>Parks supervisor said there had previously been more tents but many had left once notices were posted.</p> <p>REACH reported they felt it was falling on them when residents refused services, still needed to move. Also reported not enough appropriate housing. Reported that residents not cycling out of tiny houses, at least partly due to not enough available permanent housing, resulting in tent overflow which homeless residents have been rejecting. REACH doesn't feel it is leading to permanent housing.</p> <p>REACH also reported they don't have a lot of authority to advocate for not removing a specific site, and that residents end up circulating around, not leading to effective housing solutions. They stated that sites slated for removal seem driven by public and business complaints, rather than cleaning up hazardous areas or helping most vulnerable people, and that not enough weight was being given to residents' situations.</p>
8/11/17	Troll Bridge (Winslow Ave N & Bridge Way N)	<p>Residents included 3 women and 2 males: included: 1 multi-racial couple/female pregnant, 1 older male, 1 elder woman and one middle aged woman. The monitor reported that the navigation team was hesitant to speak with them. One Navigation team member mentioned that a call had come down to do this encampment removal the day before (8/10/17) because there was a community event happening on Saturday (8/12/17). This removal was not on the original Navigation Team calendar. SOCR received the site journal the morning of 8/11/17 and the site was included in the updated calendar that went out the afternoon of 8/11/17.</p>

		<p>A pregnant woman and her partner had housing starting on Tuesday (8/15/17) and needed assistance for the next four nights. There was dialogue about putting them in a motel so they could stay together until their housing option was available, if they could prove her pregnancy.</p> <p>Bio Management NW, a newly contracted clean-up crew, reported that most of the crew did not have stainless steel boots and were feeling unsafe due to the large number of syringes at the site.</p>
8/25/17	Ballard Commons Park (5701 22 <sup>nd</sup> Ave NW)	<p>Outreach-only event. Scheduled for removal 8/28/17. The Site Journal indicated site characteristics (part of what goes into determination of priority) to be a park and a rented location, garbage, open alcohol and property damage. The monitor reported the site appeared clean (limited trash &amp; no needles observed), close to services, the Ballard Clinic is nearby and the church next to the park does provide services to those without housing and in need. All three resident couples were on waitlists for housing. There were limited to no shelter options for couples at this time.</p> <p>REACH reported they had a hard time visiting sites multiple times prior to removals due to the constantly changing Removal Calendar. Also makes it extremely difficult to develop relationships and trust with residents when the removal calendar and therefore the outreach efforts consistently change.</p> <p>REACH is often told last minute or after the fact when the schedule changes. The communication regarding calendar changes and new priority sites is poor. REACH also reported a large concern that priority sites are being determined on a complaint-based system. Both REACH and residents stated the 60-day exit protocol for the Navigation Center was unrealistic, as there are both institutional barriers and ill-informed perceptions that make this timeline impossible for many. Many programs (getting an ID, food stamps, housing vouchers, etc.) take time to process and the idea that residents can call for services assumes they a) have a telephone and b) have unlimited minutes if they do have a phone.</p>
8/29/17	4048 Pasadena NE	<p>There was only one tent and resident observed. The area set for removal for tomorrow was rather large (from NE 40th St to NE 42st St on both sides of Pasadena PI NE). There was some trash close to NE 42nd St but more than 75% of the area designated for removal was very clean.</p>

		It is unclear why this location would be high on the removal list. FAS later indicated (email received 8/30) that this removal was changed to a litter pick-up. WSDOT was to be repairing fences at the site (see below).
8/30/17	42 <sup>nd</sup> and Pasadena Place NE	Arrived at the site approx. 8:45am. Upon arriving the monitor received an email from FAS indicating that the removal had been cancelled and converted to a litter pick-up. There were no structures present and no residents. The site was divided into two main areas, one on the hillside under I-5 on the west side of Pasadena, and a hidden area on the east side of Pasadena. The Field Coordinator indicated he would put whatever materials he could into storage.
9/6/17	I-5 SB Exit at James St	The date on the notice did not match the Site Journal submitted to SOCR or the calendar provided to SOCR. Monitor spoke with WSDOT staff who were onsite to do electrical work separate from the removal. The two sites scheduled for removal today (according to the Navigation calendar provided) had no one there from the Navigation team. Monitor went to both sites twice over the course of an hour and twenty minutes to see if the start time had been adjusted. The posting for the James St site had yesterday's date on it and according to residents, the City came yesterday to do the removal.
9/11/17	Western and Bell	2 females and 2 males (vacated before arrival). REACH had been to the site multiple times and ¾ of residents accepted shelter. All residents had vacated or were packing when removal began. REACH had visited multiple times and were able to transport people to shelters.
9/26/17	316 Florentia St	Spoke with FAS staff. All residents had vacated before today's removal and it became a litter pick-up only. At most, two tents were reported. The site was in woods behind a funeral home on the SW side of the Fremont Bridge. The site had a large amount of debris/trash and some needles.

9/27/2017	40th and Pasadena Place NE	There were two residents present, both white males. Both were in the process of packing up and leaving. REACH stated most of the other residents had all left. REACH was going to transport to shelter at Nav Center or Gossett Place. REACH stated they have been very busy lately with encampment cleanups and outreach. Stated that as more shelter/housing options have become available, have been more appropriate and more residents are accepting. REACH stated the situation began to improve once the Nav Center opened. FAS Field Coordinator confirmed items would be stored. Confirmed most residents had left, remaining were leaving to go to shelter. The monitor witnessed Field Coordinator working with REACH and residents to store belongings, get residents to shelter.
10/11/2017	1154 Elliott Avenue	Approximately 10 people, mostly hidden in woods. 1 person accepted shelter at William Booth, no other residents interested. Most residents left by time City arrived. Field Coordinator confirmed items would be stored, stated one resident who is older was in distress when City arrived, and paramedics were called.
10/16/2017	4 <sup>th</sup> Ave Emphasis area	7 tents, 1 structure, six people present at the encampment. Most residents accepted shelter, a few had left before City arrived. Concerns expressed to monitors about shelter options. Many shelters require leaving early in the morning and getting in queue for each additional night, some are mats on the floor, most do not accept couples, some tied to religious orgs. Not a lot of options for youth and transgender individuals. Most shelters consistently full. FAS Field Coordinator confirmed items would be stored and that most residents had left.
10/19/2017	Columbia Ave and Marion Walkway	Seven tents and seven to nine people. One couple transported to First Pres. Another resident may possibly go to Nav Center. Field Coordinator stored items. REACH transported one resident to shelter at UGM. REACH reported familiar faces, residents rotating between sites downtown. SPD respectfully engaged with one resident who did not want to come out of tent.
10/24/2017	S. Washington to Madison and Alaska Way to Post Ave	Approx twelve to thirteen people. Large site. Media on site. Monitor engaged with SPD regarding concerns at site.
11/2/2017	6 <sup>th</sup> Street from Columbia to James	Approximately 10 people. FAS stated was supposed to be a larger removal but FAS said not enough shelter options available so scaled back area for removal. Most residents left ahead of removal. Reports that if Nav Center or something similar more people would move into shelter.

11/14/2017	E. Shelby St & Franklin Ave E.	Three to four people living in area. Large site, difficult to see tents as they were behind a fenced off area by an overpass. REACH said two of the residents hadn't responded each time they did outreach/ Couple accepted storage but not shelter as they wanted to stay together. FAS has started posting signs with info about storage and resources.
11/20/2017	Two locations 1. Airport Way + Forest 2. Rainier Ave and MLK	First area had only one resident still there when monitor arrived. Three had been there but two had left. The only resident left had declined services. He had told monitor he had not been offered storage. FAS Field Coordinator said he had offered him storage. Went to offer him storage but man declined.  Second area was a hazard removal. Only resident had packed up and left. Shelter had been offered at Georgetown, Licton Springs, Camptown, First Pres.
12/6/2017	Christie Park	The site originally scheduled was for Ravenna Woods but changed to Christie Park. Was updated of change that morning. Christie Park had not been listed on the calendar. Large police presence (17 officers). According to SPD and Field Coordinator, protesters were present when they arrived. One person said they had slept outside with the residents of the encampment as a show of support and had helped residents move their belongings the night before. Media present. No residents were present when FAS had arrived that morning. One resident came to collect belongings while monitor present. Monitor observed FAS storing belongings. Site journal showed notices posted but none visible at the site.
12/13/2017	1845 E. Marginal Way	Approximately 4 to 6 people. Most residents did not accept shelter while monitor was on site. REACH reported that residents had been receptive to shelter but didn't want limited short-term mats on the floor and the more long-term shelters options at capacity. FAS checked items for storage.





## City of Seattle

Date: April 3, 2018  
To: Mariko Lockhart, Director of the Seattle Office for Civil Rights  
From: Fred Podesta, Department of Finance and Administrative Services;  
Catherine Lester, Human Services Department  
Subject: Response to 2017 Encampment Monitoring Report

Thank you for your work with the Navigation Team over the course of the last year to monitor the team's compliance with MDAR 17-01 and FAS Rule 17-01. Your partnership has been greatly appreciated and we are pleased that your findings show the Navigation Team has been operating in compliance with these rules. We believe that this interdisciplinary team is providing an important service by connecting people with services and shelter and mitigating the most hazardous situations in unsanctioned encampments. We are encouraged by the fact that approximately 650 unsheltered individuals accepted a referral to a safe living alternative through the work of the Navigation Team in 2017.

We continue to evaluate and improve upon many of the issues that you touched on in your report. Later this year, the Human Services Department (HSD) will integrate the Navigation Team into its Homeless Strategy and Investments Division. We believe this transition will better align the Navigation Team with the broader work of HSD to address the crisis of homelessness in the long-term and will also provide important data analysis and evaluation expertise. The HSD data team is currently working on a solution that would coordinate and streamline data from all parts of the Navigation Team.

One of the areas prioritized by HSD's strategic plan, Pathways Home, is increased access to low-barrier, 24/7 enhanced shelter. People experiencing homelessness have reported that the primary barriers to shelter and not being able to come into shelter is the need to do so with their partners, pets and possessions. Eliminating these restrictions on who can come into shelter is essential to adopting a housing first approach. In the recent Homeless Investments funding process, all applicants were asked to explain their program's philosophy on rules, restrictions, evictions, and mandatory services to ensure they are implemented in accordance with the principles of housing first and low-barrier programming. The goal is to ensure everyone who wants to come indoors to shelter finds a welcoming and supportive environment. This effort is critical to the continued work of the Navigation Team.

We take seriously your recommendation that racial justice must be central to the work of the Navigation Team. As you note in the report, we are partnering with your Race and Social Justice Initiative staff to conduct a Racial Equity Toolkit review of the team's work. We believe this will only improve our work and we appreciate your staff's support through this process.

We are working with the MDAR Advisory Committee to review both MDAR 17-01 and FAS 17-01 this year and will continue to improve upon and address challenges associated with this work.

Again, thank you providing this monitoring and assessment of compliance.

Sincerely,

Fred Podesta, Department of Finance and Administrative Services

Catherine Lester, Human Services Department