



**To:** Councilmember Kshama Sawant, Human Services, Equitable Development & Renter Rights Committee Chair  
**From:** Fred Podesta, Department of Finance and Administrative Services, and Jason Johnson, Human Services Department  
**Subject:** Q1 Response to SLI 242-1-A-1  
**Date:** May 3, 2018

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Per SLI 242-1-A-1: "FAS Reporting on Navigation Team pursuant to City Auditor reporting plan recommendations", this set of reports is the first quarter installment of responses to the following checkpoints laid out in the City Auditor's "Reporting Plan for the Navigation Team":

- 1.1: Analysis of Navigation Team engagement rate
- 1.3: Trauma-informed Care self-assessment
- 1.4: Evaluation of Navigation Team training
- 2.4: Assessment of opportunities for greater coordination with King County
- 3.1: Report on 2017 baseline data
- 3.2: Report on 2017 expenditures
- 3.4: Report on 2017 racial equity impacts

Thank you for your attention to this important work and please let us know if you have questions on any of this content.

Sincerely,

**Fred Podesta**

Department of Finance and Administrative Services

**Jason Johnson**

Human Services Department

## Checkpoint 1.1: Analysis of Navigation Team Engagement Rate

### Background:

The Navigation Team conducts daily outreach to unsanctioned encampments with the primary goal of assisting unsheltered individuals in relocating to alternative and safer living arrangements. In some cases, individuals accept the offer to relocate from what at times are conditions which pose significant health and safety risks to the unsheltered individuals. This is an intricate process that is largely dependent on the ability to provide alternative living options that meet the diverse and multicultural needs of those living unsheltered. In collaboration with the City of Seattle's Human Services Department (HSD), the Navigation Team was able to relocate 675 unique individuals to alternative living arrangements from 2/20/17 to 12/31/17. Even when alternate living options are not available or not desirable, the Navigation Team works with people living unsheltered to make the appropriate referrals for services that they may be interested in such as case management, employment support and mental health support. In addition, individuals who express interest in moving to a location that is at capacity, have the option of being placed on the waitlist for that site with the goal that they will be referred in once a spot becomes available.

Per the 2018 Reporting Plan for the Navigation Team drafted by the Office of the City Auditor, this report analyzes the Navigation team engagement rate through 2017 and addresses the following questions:

- Has the Navigation Team seen an increase or a decrease in the rate of acceptance of services?
- What are issues that contribute to the acceptance rate?

### Navigation Team Engagement Rate:

Robust data collection and analysis is a major component of the Navigation Team's work. In collaboration with the HSD, as that department takes over leadership of this team, the Navigation Team will collect individual level data on demographics, interactions, offers made, and offers accepted.

Collection of this data allows the Navigation Team to:

- Understand emergent patterns and trends in the population the Team seeks to serve and tailor its program model accordingly;
- Report on the Team's effectiveness in making offers for relocation and services that are both accepted and utilized; and

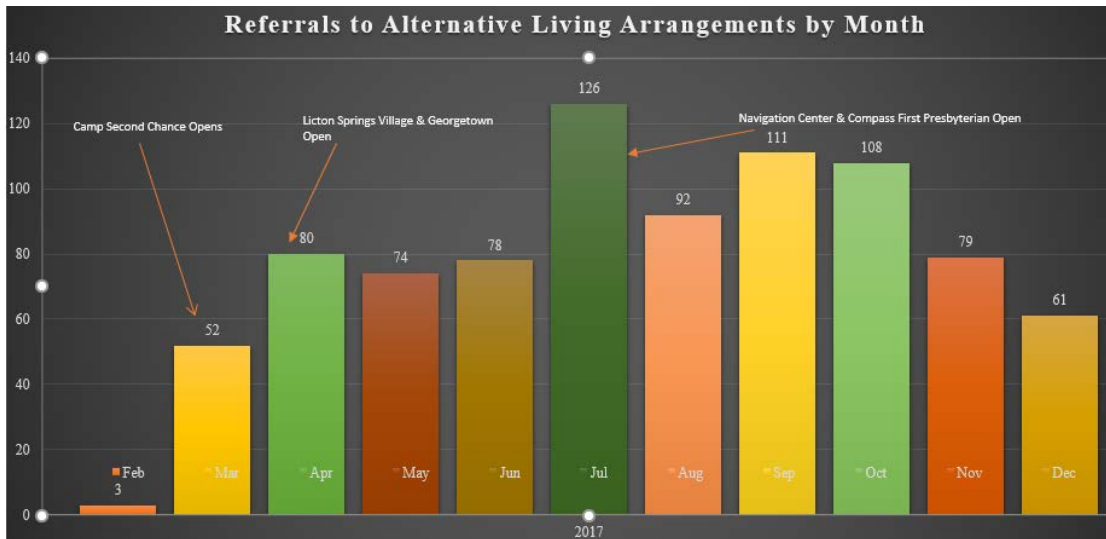
## 1.1: Analysis of Navigation Team Engagement Rate

- Assess the race and social justice impacts of their work to ensure that equitable service is provided to unsheltered individuals regardless of race, ethnicity, gender, sexual orientation, language, or other factors.

The Navigation team tracks the following to assess the engagement rate:

- the number of contacts made by the Team
- the number unique individuals those contacts are made with
- the number of unique individuals accepting some service
- the number of unique individuals accepting a referral to a safer alternative location (defined as shelter at traditional emergency shelters, enhanced shelters, sanctioned encampments, family/friend)

In 2017, the Navigation Team made 7,342 contacts with 1,842 unique individuals. These contacts resulted in 1,179 people (64%) accepting some kind of service, including 675 people (36% of the total contacted) who accepted a referral to a safer living alternative. On average, it takes four engagements between the Navigation Team members and a person living unsheltered before the individual accepts some form of service and/or shelter.



The graph above shows accepted referrals to a safer living alternative by month (data collection began on February 22nd.) There was an increase in accepted referrals (38%) during the third quarter of 2017, compared to Q2 (26.8%) and Q4 (28.7%). This trend shows a connection between the opening of new desirable safer living alternatives and accepted referrals. This data trend tracks with what the Team has expressed anecdotally; as the new enhanced shelters and tiny house villages filled up, the team's ability to offer people referrals to those locations slowed down as seen in Q4.

### **Factors Influencing Acceptance Rate:**

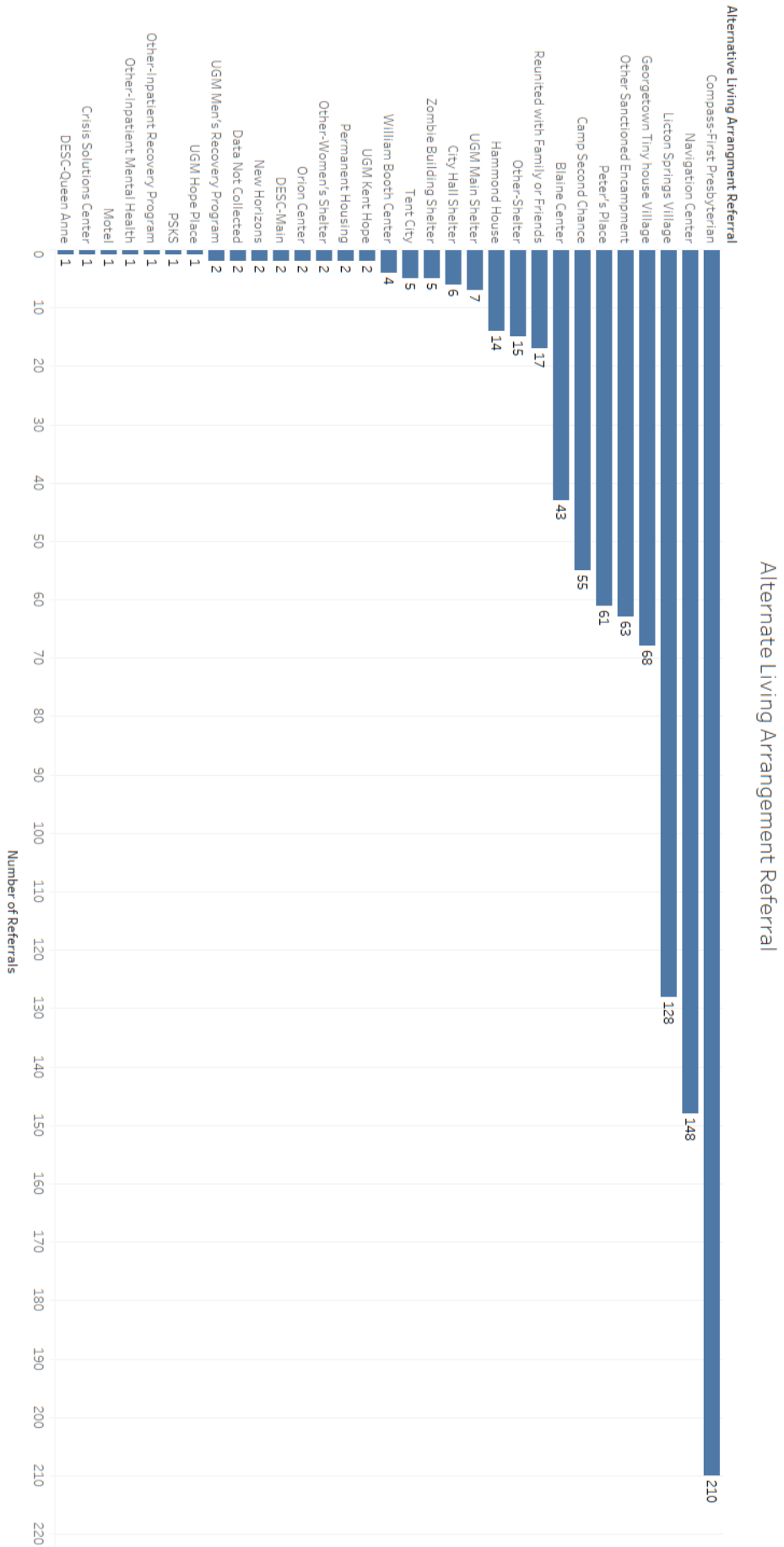
#### **New Shelter and Encampment Options:**

In 2017, the City of Seattle, led by the Human Services Department, opened five new sites designed to respond specifically to the needs of the individuals being contacted by the Navigation team. Camp Second Chance, a clean and sober tent city encampment with capacity for 50 people, was opened in March 2017 at the Myers Way site owned by the City. In April, Licton Springs Village, a low-barrier tiny house village Aurora Ave N., added capacity for 70 people. The Georgetown tiny house village opened in April 2017 and added an additional 70 spaces. The Navigation Center enhanced shelter opened in July 2017 with capacity for 75 people. Similarly, the Compass First Presbyterian enhanced shelter opened in July 2017 adding capacity for 100 people. In total, 365 tiny houses/beds were added in 2017.

As seen in the following graph, 70% of all referrals to alternative living arrangements were to newly opened sites:

- 24% of all referrals to alternative living arrangements were to Compass First-Presbyterian
- 17% of all referrals to alternative living arrangements were to the Navigation Center
- 15% of all referrals to alternative living arrangements were to Licton springs Village
- 8% of all referrals to alternative living arrangements were to the Georgetown Sanctioned Encampment
- 6% of all referrals to alternative living arrangements were to Camp Second Chance
- 18% of all referrals to alternative living arrangements were to traditional emergency shelters

# 1.1: Analysis of Navigation Team Engagement Rate



## 1.1: Analysis of Navigation Team Engagement Rate

HSD's data team conducted an analysis focused on identifying individuals who had touched both the Navigation Team by-name-list system and HMIS database. The objective of this inquiry was to gain greater insight as to what happens with clients following the referrals to alternative living arrangements. As it is currently structured, contacts with clients end if they accept referral to an alternative living arrangement. The inquiry revealed that 40% of the individuals from the by-name-list who had been referred to an alternative living arrangement were identified in the HMIS system, confirming not only acceptance of the referral, but completion of intake. More specifically: of the 9,987 referrals in the by name list, 1,355 were unique referral numbers, 545 of them had a name that matched to a name in HMIS (40%).

### **The Role of Law Enforcement:**

The Reporting Plan put forward by the Office of the City Auditor questions whether having police officers as part of the Navigation Team impacts the rate at which people living unsheltered engage with the team.

The combination of law enforcement and social service providers is increasingly common throughout the U.S. and an emerging best practice. Police, due to their roles as first responders, often come in close contact with the community experiencing homelessness. Traditionally, law enforcement has not been able to refer to services which help move homeless individuals along the continuum toward permanent housing. In the past, police have only had two options to address situations that arise with people living unsheltered: arresting an individual or leaving them on the street without resources. Under the Navigation Team model, Seattle Police officers work alongside their human service counterparts in providing more intensive resources to people living unsheltered. Pairing social workers with police officers empowers the police to continue acting as first responders in the community, while also allowing them to connect people with the services they need. This practice not only avoids the time-consuming and costly procedures to process someone in jail, but also helps break the cycle of arrest-and-release, many times resulting in individuals returning to homelessness.

There are over 20 mid- to large- size cities that employ similar models; two particular Law Enforcement/Social Worker models worth noting include the Homeless Outreach Team (HOT) in Houston, TX, and the Homeless Outreach Team in San Diego, CA.

The Houston Homeless Outreach Team (HOT) was founded in 2011 and is comprised of a Police Sergeant, Four Officers and three Mental Health Professionals. The primary focus of Houston's HOT team is to work with chronically homeless individuals toward securing housing. Houston's efforts are examined more closely in section 3.1 of this report.

The San Diego HOT Team combines police officers, psychiatric clinicians and mental health eligibility technicians. Similarly, San Diego's Psychiatric Emergency Response Team (PERT) combines the expertise of Police Officers who are specially trained with a medical professional,

## 1.1: Analysis of Navigation Team Engagement Rate

psychologist, licensed social worker, and mental health clinician with a specific focus on providing non-custodial options for chronically mentally ill homeless individuals.

Following emerging best practices, the police officers on the Seattle Navigation Team were selected from a group of volunteers who explicitly applied for the opportunity to work directly with unsheltered individuals. The officers meet daily with the REACH outreach team and collaborate closely with other non-profit organizations to serve unsheltered individuals. Through close working relationships, the police officers are learning from their social service peers who have worked exclusively with these populations for an extended amount of time.

Preliminary findings from an upcoming evaluation of the Navigation Center also sheds some light on this question. People referred to the Navigation Center report said that they were initially concerned with interacting with the police while they were living unsheltered because they were in possession of illegal substances or held a general fear of the police. However, most people referred to the Navigation Center reported that their actual experiences with Navigation Team police officers were positive.

In 2016, San Diego State University conducted a qualitative inquiry of downtown San Diego homeless residents to determine their perceptions of service accessibility. One of the areas assessed was the perception of the role of police. The study found similar levels of positive and negative perceptions of the police:

- Negative: 44% of respondents perceived police as not being helpful; 49% reported feeling “a little” to “very” harassed by police; and 41% of respondents denied feeling safe as a result of police presence;
- Positive: 45% of respondents perceived police as being somewhat or very helpful; 47% reported not feeling harassed by police; and 53% felt reported feeling somewhat or very safe as a result of police presence.

Led by the Human Services Department, the Navigation Team is currently in the planning stages of an inquiry loosely modeled after the San Diego State University study. The research team from Human Services Department has conducted 3 focus groups with Navigation Team Field Coordinators, REACH Outreach Team and Navigation Team Police Officers and will soon hold a focus group with Licton Spring residents, all of whom were referred into the encampment by the Navigation Team. This analysis is expected to be completed in the 2<sup>nd</sup> Quarter of 2018.

### **Conclusion:**

The Navigation Team’s engagement rate continues to be the best tool for analyzing the Team’s effectiveness in the field. The data trend has shown enhanced shelters and tiny house villages have and continue to be an attractive option for people the team contacts living in unsanctioned encampments when compared to more traditional forms of emergency shelter.

## Checkpoint 1.3: Trauma-informed Care Self-Assessment

### Background:

The auditor identified that a Trauma-Informed Care self-assessment as one of the eight required deliverables (due at the end of Q1) from the report OCA presented at the end of 2017. The report specifically identified the U.S. Substance Abuse and Mental Health Services Administration (SAMHSA) tool as an option for this process.

### Self-Assessment Process

#### Step 1: Resource Scan

HSD completed a scan of available Trauma-Informed Care organizational assessments. HSD found a table of assessments on the Aces Connection website.

There were two free, online assessments available:

- Agency Self-assessment from SAMHSA (OCA recommended)
- Trauma Responsive Systems Implementation Advisor (TreSIA)

As well as other resources available through consultants:

- Sanctuary Model S.E.L.F. implementation tool
- National Council for Behavioral Health: Trauma Informed Care Organizational Self-Assessment
- Creating Cultures of Trauma Informed Care (CCTIC)

#### Step 2: Further Investigation

HSD looked closely at the Auditor-recommended SAMHSA tool as well as the TReSIA assessment. The TReSIA creator, Elizabeth Powers, has worked with King County in the past to provide some assessment and training to King County and other local behavioral healthcare providers. None of the available tools were written specifically for outreach workers so need to be adapted. HSD talked to a King County employee who recommended Elizabeth Powers and Lucy Berliner (University of Washington) as future trainers. HSD connected directly to Elizabeth Powers for consultation and to obtain permission to use variations of some of her questions in the survey.

#### Step 3: Tool and Staff Selection

HSD proceeded with the SAMHSA and TreSIA assessment tools.

Nearly all the SAMHSA questions were included in the self-assessment with some variations such as referring to “consumers” as “unsheltered individuals” as recommended by Navigation Team staff.



The self-assessment is based on eight foundational principles that represent the core values of trauma-informed care:

1. Understanding Trauma and Its Impact
2. Promoting Safety
3. Ensuring Cultural Competence
4. Supporting Consumer Control, Choice, and Autonomy
5. Sharing Power and Governance
6. Integrating Care
7. Healing Happens in Relationships
8. Recovery is Possible

The self-assessment is organized into five main domains or areas of programming to be examined:

1. Supporting Staff Development
2. Creating a Safe and Supportive Environment
3. Assessing and Planning Services
4. Involving Consumers
5. Adapting Policies

SAMHSA advised, “The assessment is a tool that should be completed by all staff within an organization, including direct care staff and support staff. The term ‘staff’ refers to paid and voluntary individuals providing services, which include but are not limited to: those working directly with consumers and children, administrators, policymakers, maintenance, and transportation specialists.” Additionally, “to create lasting organizational change, all employees should be involved in the process of organizational self-assessment to understand why change is necessary, and what it means to be trauma-informed.”

HSD invited the following Navigation Team member positions and partners to take the survey:

- Officers
- Outreach Workers
- Site Clean Up Crews
- Direct Program Administration
- Executive Administration

#### **Step 4: Question Input**

A Survey Monkey survey was developed with 100 questions.

#### **Step 5: Testing**

Staff tested the survey to see if it worked and if any questions required editing.

### **Step 6: Communication**

Navigation Team members were invited by email to participate using the Survey Monkey weblink from February 12 to February 20 and again between March 2 and March 6.

The group was informed by email that their responses would be reported in aggregate and without personally identifying information; and that, personal performance, behavior, and perspectives would not be judged or evaluated. They were also told that there would be one or more follow-up discussions of the results in the month of March.

### **Step 7: Analysis**

The survey questions were designed to have respondents use a 5 point scale to rate their agreement with the statements, with 1 being *strongly disagree* and 5 being *strongly agree*. The survey was sent to 37 potential respondents. A total of 24 respondents completed the survey: 15 were direct encampment response staff and 9 were administrative staff.

The overall responses indicate a range of understanding across the Navigation Team and those who support and impact the team regarding trauma-informed care—its definition, application in daily work, impact on staff and consumers, and value.

The range of responses may be due to a lack of understanding about trauma-informed care, the specific item/question on the survey, a difference of perspective based on a person's role with the team, or a misunderstanding on the part of some staff members about what is actually done on a daily basis. We are not surprised by the range of responses and see this assessment as something that could be helpful to inform training opportunities moving forward.

### **Step 8: Recommended Next Steps**

#### **Short-term**

- Convene the Navigation Team and all partners to discuss the self-assessment results. Successful discussion must involve giving staff at all levels of the program a space to voice their opinions about areas of need and changes that would be helpful.
- Establish structured meetings that address trauma and its impact on consumers and the Navigation Team. Members indicated that vicarious trauma<sup>1</sup> impacts are not discussed at staffing or supervision meetings. All members of the team would benefit from dedicated attention to addressing trauma practices and debriefing.

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<sup>1</sup> Vicarious traumatization (VT) is a transformation in the self of a **trauma** worker or helper that results from empathic engagement with traumatized clients and their reports of traumatic experiences.

- Documentation is needed. Executive leadership is unclear as to how training is delivered, which indicates a need to create a clear training plan for all team members. Half of the respondents are unclear as to whether the team has written policies regarding trauma-informed practices.
- Clear policies are needed about client engagement. How are clients included in decision making at each site? Are safety plans needed for clients at each site? Are individual plans required for each client engaged?

### Long-term

- Consider using a local/regional consultant to co-design and facilitate a training program with the Navigation Team. Training should address the five main domains:
  - Supporting Staff Development
  - Creating a Safe and Supportive Environment
  - Assessing and Planning Services
  - Involving Consumers
  - Adapting Policies
- If consultation is not an option, incorporate the SAMHSA Homelessness and Traumatic Stress Training Package that includes a trainer's guide, power-point slides, trainer's script, hand-outs, and evaluation materials. The package includes activities and ideas for way to provide trauma-informed care that correspond to the Trauma-Informed Organizational Self-assessment.
- Apply the SAMHSA-identified concrete steps that organizations can take if they are interested in becoming trauma-informed in homeless service programs. The steps are based on experiences and lessons learned while working with programs as they moved through the assessment process and worked to create changes in both individual behaviors and organizational processes. It is very important that identified goals are realistic in the current organization.
- Include other applicable SAMHSA resources as needed such as
  - *What About You? A Workbook for Those Who Work with Others*
  - *Shelter from the Storm: Creating Trauma-Informed Homeless Services*

## Checkpoint 1.4: Evaluation of Navigation Team Trainings

### Background:

This document responds to the three-part directive from the Auditor's report:

- Consider the creation of short case studies as suggested by Northeastern University's Institute on Race and Justice.
- Develop a plan for evaluating the effectiveness of Navigation Officer training.
- Provide information on the training received by non-police members of the team.

### Case studies

Creating a case study, which was originally was posed by Jack McDevitt, Director of Institute on Race and Justice, Northeastern University to former Seattle Police Chief Kathleen O'Toole, is still under consideration, and has not been conducted.

### Navigation officer training

The Seattle Police Department (SPD) is actively reviewing and developing a plan to evaluate the effectiveness of training for its Navigation Team officers. In considering this plan, it must be recognized that all SPD officers already undergo rigorous training that is appropriate and beneficial to the specialized work of the Navigation Team officers (see addendum). The quality and comprehensiveness of this training has evolved and strengthened in recent years, particularly following the 2012 settlement agreement and memorandum of understanding with the United States Department of Justice (DOJ). One of the goals outlined in the agreement was to ensure SPD's police services are delivered in a way that comply with the Constitution and laws of the United States. As the agreement indicates, "the City commits to ensuring that its police department's policies, procedures, training, and supervision are based on recognized standards of the policing profession, legal and constitutional standards, research and evidence, department and community values, and internal and external collaboration." The agreement also outlines rules for the development of policies, procedures, and training, which require review and comment by the court-appointed monitor and DOJ, as well as final approval from the assigned Federal District Court judge, prior to publication and implementation. SPD's commitments related to policies, procedures, and training are broadly covered under the following six categories: 1) Use of Force, 2) Crisis Intervention, 3) Stops and Detentions, 4) Bias-Free Policing, 5) Supervision, and 6) Office of Professional Accountability. All SPD training listed in the chart below were subject to this vetting process.

### Early analysis

Focus groups that included the team members and campers were held using the Empowerment Evaluation process. This process, which places the evaluation in the hands of community and staff members, is guided by 10 principles:

1. Improvement – help people improve program performance.
2. Community ownership – value and facilitate community control.
3. Inclusion – invite involvement, participation, and diversity.
4. Democratic – participation-open participation and fair decision making.
5. Social justice – address social inequities in society.

6. Community knowledge – respect and value community knowledge.
7. Evidence-based strategies – respect and use both community and scholarly knowledge.
8. Capacity building- enhance stakeholder ability to evaluate and improve planning and implementation.
9. Organizational learning – apply data to evaluate and implement practices and inform decision making.
10. Accountability – emphasize outcomes and accountability.

Police, outreach, field coordinators, and the individuals they serve agreed that the team has become more accountable in its methods of performing its work in the past year. The people the Navigation Team engaged responded better when outreach efforts offered by officers included the possibility of nursing or medical care. It was also believed by all that additional mental health professionals are needed as part of the team's day-to-day operations and in general that a person with severe mental health issues should not be relocated during a site clean-up. In the case of a person who shows signs of severe mental illness, services should be left on site with a plan to relocate that person after a plan for services and case management has been determined.

One of the largest concerns was that people living unsheltered would feel harassed by police officers. During the last year of operating with officers, all members of the team feel that there is little to no perceived harassment from officers. Officers had an average of two contacts with each individual contacted in 2017.

A second focus group is currently underway. Focus groups of the officers, field coordinators and outreach workers used the Empowerment Evaluation process to evaluate the non-police trainings and to discuss training they feel will increase performance.

As we search for inclusion – inviting involvement, participation, and diversity to ensure that we are serving all camping communities justly – members of the unhoused community will also be asked to participate in a focus group and will be asked to discuss:

- How could the team performance improve?
- Has their opinion been heard regarding the team's interactions with campers?
- Do they feel they are being addressed with social inequity?
- Is the team respecting and valuing the camping community's knowledge about how to best serve them?
- How can we count on them as stakeholders so that they can evaluate our performance into the future?

By collecting data from these interactions, we will evaluate and implement practices, inform decision making and reform actions that are counterproductive to our service goal. Together, including the results we receive from those we serve, we will use data to evaluate the existing trainings and develop a scope of necessary future trainings for the team.

### **Training received by non-police members of the team**

Since training gaps would impact this team's ability, all team members must come with some developed skilled base, so it is important to also preface the answer to the question surrounding training by listing the non-police members of the team and sharing some information about the skills each brought to their positions upon hire. It is also important to note that police and non-police members of the Navigation Team are required to attend all training scheduled by Navigation Team operations. It is our best practice to provide social service-related trainings to all members of the Navigation Team.

### **FAS 1.0 FTE Encampment Response Manager 2**

The role of this position is to:

- Consult in the development of policy related to encampment cleanup and storage of personal property.
- Triage locations.
- Uphold the Administrative Rules as they are carried out during the City's interaction with people living unsheltered.
- Schedule sites for response based on the criteria defined in the FAS Multi-Departmental Administrative Rules.
- Supervise the field coordinators who inspect and document complaints and clean-ups.
- Plan and schedule resources necessary to provide outreach and clean-ups when necessary.
- Collect, store, and analyze data relevant to the encampment clean-up efforts.
- Audit the documentation of the work performed by the field coordinators, and outreach to insure compliance the Multi-Department Administrative Rule.

The existing staff person was a prior American Red Cross First Aid/CPR instructor and an American Red Cross First Responder. She has served the City for more than 30 years as a:

- Special events coordinator
- Special events contract specialist
- Fleet coordinator
- Leadership position on a City Race and Social Justice Team

She is also a Maryknoll Lay Missioner trained to work in justice and peace ministry; conflict resolution; to assist groups working for human rights; and to support local efforts to dismantle racism, classism, and sexism.

### **FAS 2.0 FTE Strategic Advisor 1 (Field Coordinator)**

The role of this position is to:

- Inspect locations.
- Lead outreach to campers at all sites.
- Document the conditions of the site as discovered.
- Document the process of a clean-up as it occurs.
- Provide storage for campers.
- Provide the delivery of personal property to campers.
- Uphold the Administrative Rules as they are carried out during the City's interaction with campers.
- Supervise the contractors and City laborer attending to clean-ups.
- Serve as property owner during all clean-ups.
- Assist in the planning and scheduling of resources necessary to provide outreach and clean-ups when necessary.
- Collect, store, and analyze data relevant to the encampment clean-up efforts.

The existing staff persons in these roles were selected partly because of their experience as trained outreach or case management providers and/or their education in social services. One of the two is bilingual. They have served as an agent of the contracted outreach provider of the team, REACH, or for the contracted agency that provides housing services for the homeless for the City of Seattle, DESC. In this capacity this employee managed the diversion program.

**FAS 1.0 FTE Strategic Advisor 2 (Outreach Coordinator)**

The role of this position is to:

- Participate in the design and implementation of a person-centered human service outreach program.
- Develop and implement strategies to effectively engage homeless populations.
- Participate in the development of policy related to human service outreach to homeless individuals.
- Participate in design and implementation of communication systems.
- Direct activities of city contracted human services outreach workers.
- Collect, store, and analyze data relevant to human services outreach efforts.

The existing staff person was a human services program manager and direct service professional. This person is a licensed Washington state mental health professional with the following qualifications:

- Occupational experience:
  - 10+ years of direct-care experience.
  - Former senior manager of a non-profit agency serving the homeless.
  - Licensed Mental Health Professional with a MS in Counseling.

**Human Services Department (Contracted Outreach)**

**REACH, Host DESC, MID, Urban League, Chief Seattle Club, New Horizons and YouthCare**

The role of these agents is to:

- Perform outreach and engage community to connect persons living unsheltered to the continuum of services leading to permanent housing.
- Participate in the Homeless Management Information System (HMIS).

The current training of the FAS employees on the Navigation Team is heavily weighted on safety (see addendum). Considering the operational role of these employees, if they were fully trained it would make them more capable of supporting the entire team in any camp environment. The FAS safety officer reviewed these safety trainings and deemed them necessary to perform the job duties. The social service trainings taken by FAS staff are the same as those offered to officers and contracted outreach workers of the Navigation Team. As the team has ramped up, the training officer has also had to ramp up to schedule trainings. As a next step, the FAS training division is in the process of review and is currently working to schedule many of the listed trainings.

The greatest gap of full-team trainings is in race and social justice. To begin to address this gap, FAS and HSD are reviewing potential racial equity trainings that the entire team will undergo, including the People’s Institute Training as one option. The People’s Institute Undoing Racism Workshop is an intensive workshop designed to educate, challenge, and empower people to “undo” the racist structures that hinder effective social change. The training is based on the premise that racism has been systematically erected and that it can be “undone” if people understand where it comes from, how it functions and why it is perpetuated.

**ADDENDUM B – NAVIGATION Team Training**

Staff	Training	Category	Description
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1.4: Evaluation of Navigation Team Trainings

<p><b>FAS- Strategic Advisor 1 and 2</b></p>	<p>Bloodborne Pathogens (BBP)</p>	<p><b>OCCUPATIONAL SAFETY &amp; HEALTH</b></p>	<p>This course covers basic routes of disease transmission relative to exposure to contamination, and protective measures. It is required annually for those required to take First Aid/CPR/BBP/AED or have potential exposures identified by job classification. BBP is a regular part of the First Aid/CPR/BBP/AED curriculum. The separate (one hour) BBP course is typically taken by First Aid card holders in the alternate year when full First Aid/CPR/BBP/AED training is not taken. BBP is required once for all employees and on an annual basis for employees who maintain First-Aid cards and/or who have a potential BP exposure identified in their work.</p>
<p><b>FAS- Strategic Advisor 1 and 2</b></p>	<p>Compressed Gas Safety</p>	<p><b>OCCUPATIONAL SAFETY &amp; HEALTH</b></p>	<p><a href="http://www.osha.gov/SLTC/compressedgasequipment/standards.html">www.osha.gov/SLTC/compressedgasequipment/standards.html</a></p>
<p><b>FAS- Strategic Advisor 1 and 2</b></p>	<p>Confined Space Awareness</p>	<p><b>OCCUPATIONAL SAFETY &amp; HEALTH</b></p>	<p>The goal of this introductory course is to make all employees aware of the potential hazards that may exist in a confined space.</p> <p>Learning Outcomes After taking this course, you will be able to:</p> <ul style="list-style-type: none"> <li>▪ List the potential hazards that may be found in a confined space</li> <li>▪ Identify the correct action for a non-qualified person to take if asked to enter an area he or she believes meets the OSHA definition of a Confined Space</li> <li>▪ Identify the requirements for entry to a Permit-Required Confined Space.</li> </ul>
<p><b>FAS- Strategic Advisor 1 and 2</b></p>	<p>Fall Protection</p>	<p><b>OCCUPATIONAL SAFETY &amp; HEALTH</b></p>	<p>One OSHA study of 99 fall-related fatalities suggests that virtually all those deaths could have been prevented using guardrails, body belts, body harnesses, safety nets, covers, or other means which would reduce employee exposure to the fall hazard.</p> <p>This course teaches employees to use fall protection systems in construction settings. Main topics include: the OSHA fall protection standards, fall protection systems, selection of fall protection measures, and inspection and maintenance of fall protection systems.</p> <p>Learning Outcomes After taking this course, you will be able to:</p> <ul style="list-style-type: none"> <li>▪ Understand the consequences of workplace falls</li> <li>▪ List six fall protection solutions</li> <li>▪ Describe when and how fall protection systems are commonly used</li> <li>▪ Identify instances when retraining is necessary</li> <li>▪ Explain the steps involved in performing a fall protection inspection.</li> </ul>
<p><b>FAS- Strategic</b></p>	<p>Fire Safety</p>	<p><b>OCCUPATIONAL SAFETY &amp; HEALTH</b></p>	<p>This course teaches employees the OSHA standard for workplace safety regarding fire in the construction industry. Topics include general information about fire and the OSHA requirements for fire</p>



1.4: Evaluation of Navigation Team Trainings

<p><b>Advisor 1 and 2</b></p>			<p>prevention and protection. The different types of portable fire extinguishers are described, including the advantages and disadvantages of each type.</p> <p>Learning Outcomes After taking this course, you will be able to:</p> <ul style="list-style-type: none"> <li>▪ Identify methods of fire prevention at a construction site</li> <li>▪ Describe OSHA requirements for fire protection, particularly regarding fire extinguishers.</li> </ul>
<p><b>FAS-Strategic Advisor 1 and 2</b></p>	<p>Flammable Liquid Safety</p>	<p><b>OCCUPATIONAL SAFETY &amp; HEALTH</b></p>	<p>Flammable and combustible liquids present a significant danger in the workplace. When stored or used improperly, these liquids can cause significant property destruction, worker injuries, and even fatalities. OSHA provides rules on the safe storage and use of flammable and combustible liquids to help minimize the dangers the liquids impose in the workplace.</p> <p>The bulk of the OSHA regulations on flammable and combustible liquids are included in OSHA's General Industry regulations, 49 CFR 1910, in Subpart H, Hazardous Materials. Additional rules are found in the OSHA regulations covering the Construction Industry, 49 CFR 1926, Subpart F, Fire Protection. This course focuses on the General Industry Standard, but the relevant fire protection regulations from the Construction Standard are included here, too.</p> <p>Learning Outcomes After taking this course, you will be able to:</p> <ul style="list-style-type: none"> <li>▪ List the rules and definitions for flammable and combustible liquids, including the rules for safely storing these liquids and the rules for using the liquids in spray finishing and dipping and coating operations</li> <li>▪ Match safety rules for flammable and combustible liquids with specific workplace settings, including industrial plants, bulk plants, service stations, processing plants, refineries, chemical plants, and distilleries.</li> </ul>
<p><b>FAS-Strategic Advisor 1 and 2</b></p>	<p>Hand and Power Tool Safety</p>	<p><b>OCCUPATIONAL SAFETY &amp; HEALTH</b></p>	<p>Hand tools play a big role in construction work. Because they are used so commonly, it is easy to forget how dangerous they can be when used incorrectly or maintained improperly. This course explains the importance of safely using and maintaining hand and power tools and identifies common hazards and how to avoid them.</p> <p>Learning Outcomes After taking this course, you will be able to:</p> <ul style="list-style-type: none"> <li>▪ Recognize safety hazards associated with non-powered hand tools, and identify how to avoid those hazards by safely using the appropriate tools for work tasks</li> <li>▪ Identify the safety hazards associated with the different types of powered hand tools, and recognize the safety precautions you need to take to control or avoid those hazards.</li> </ul>

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<b>FAS- Strategic Advisor 1 and 2</b>	Hand Safety	<b>OCCUPATIONAL SAFETY &amp; HEALTH</b>	See PPE
<b>FAS- Strategic Advisor 1 and 2</b>	Hazard Communication	<b>OCCUPATIONAL SAFETY &amp; HEALTH</b>	DOT Hazard Communication (COS 2015 HAZ COM)
<b>FAS- Strategic Advisor 1 and 2</b>	Heat Stress	<b>OCCUPATIONAL SAFETY &amp; HEALTH</b>	<p>The goal of this course is to reduce the financial and personnel cost of personal injuries on the job resulting in lost workdays due to heat and cold stress illnesses.</p> <p>Learning Outcomes After taking this course, you will be able to:</p> <ul style="list-style-type: none"> <li>▪ Identify the symptoms of cold stress</li> <li>▪ Identify the symptoms of heat stress</li> <li>▪ Identify first aid procedures for cold stress injury</li> <li>▪ Identify first aid procedures for heat stress injury</li> <li>▪ Identify ways to help prevent heat stress.</li> </ul>
<b>FAS- Strategic Advisor 1 and 2</b>	Office Ergonomics	<b>OCCUPATIONAL SAFETY &amp; HEALTH</b>	<p>Work-related musculoskeletal disorders (MSDs) result when there is a mismatch between the physical capacity of workers and the physical demands of their jobs. Each year 1.8 million workers in the United States report work-related MSDs such as carpal tunnel syndrome, tendonitis, and back injuries. About 600,000 MSDs are serious enough to result in workers having to take time off work to recover. The solution to these injuries lies with ergonomics, the science of fitting the job to the worker. This course may help reduce the number and severity of MSDs caused by exposure to risk factors in the workplace.</p> <p>Designed for office workers, this course teaches workers methods to reduce the risk of carpal tunnel syndrome and other repetitive stress injuries. Main topics include ergonomic awareness, workplace risk factors, and how to reduce those factors in an office setting.</p> <p>Learning Outcomes After taking this course, you will be able to:</p> <ul style="list-style-type: none"> <li>▪ Identify the signs and symptoms of musculoskeletal disorders (MSDs) and recognize the office activities that lead to these disorders</li> <li>▪ Use an awareness of ergonomics to set up a workstation to minimize MSDs</li> <li>▪ Use an awareness of ergonomics to minimize injuries while working in awkward postures or doing repetitive tasks</li> <li>▪ Employ stretching techniques, physical exercise, and an ergonomic program to minimize MSDs.</li> </ul>

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<p><b>FAS- Strategic Advisor 1 and 2</b></p>	<p>Personal Protective Equipment</p>	<p><b>OCCUPATION AL SAFETY &amp; HEALTH</b></p>	<p>The goal of this introductory course is to protect employees from work-related illness and injury. The student learns how to determine what personal protective equipment is required to perform a job, to inspect this equipment for defects before wearing it, and how to determine when this equipment needs to be replaced.</p> <p>Learning Outcomes After taking this course, you will be able to:</p> <ul style="list-style-type: none"> <li>▪ Determine what personal protective equipment is required for a job</li> <li>▪ Understand the need to inspect personal protective equipment for defects before wearing it and to replace the equipment as needed</li> <li>▪ Understand the importance of wearing personal protective equipment as it was designed to be worn.</li> </ul>
<p><b>FAS- Strategic Advisor 1 and 2</b></p>	<p>Voluntary Respiratory Protection</p>	<p><b>OCCUPATION AL SAFETY &amp; HEALTH</b></p>	<p>OSHA's Respiratory Protection Standard applies to general industry, construction, shipyard, longshoring, and marine terminal workplaces. The regulations establish uniform guidelines for protecting workers when they must work in hazardous atmospheres.</p> <p>This course teaches employees how to protect themselves from airborne contaminants in the workplace. Main topics include contaminants in the workplace, classes of respirators, respiratory selection, using the respirator, and OSHA regulatory requirements.</p> <p>Learning Outcomes After taking this course, you will be able to:</p> <ul style="list-style-type: none"> <li>▪ Specify the requirements of OSHA's Respiratory Protection Standard</li> <li>▪ List the components of a respiratory protection program</li> <li>▪ Identify how to detect airborne contaminants in the workplace, assess their dangers and to protect against them</li> <li>▪ Describe the use and function of different respirators</li> <li>▪ Identify and select appropriate respiratory protection equipment</li> <li>▪ Inspect and maintain respiratory equipment</li> </ul>
<p><b>FAS- Strategic Advisor 1 and 2</b></p>	<p>Slips, Trips and Falls</p>	<p><b>OCCUPATION AL SAFETY &amp; HEALTH</b></p>	<p>The goal of this introductory course is to teach employees to identify safe and correct methods for using portable ladders and scaffolds. The student learns to identify good housekeeping practices to prevent accidents, as well as safe procedures for working on elevated surfaces.</p> <p>Learning Outcomes After taking this course, you will be able to:</p> <ul style="list-style-type: none"> <li>▪ Identify good housekeeping practices</li> <li>▪ Identify the correct safety procedures for ladders</li> <li>▪ Identify the correct safety procedures for working on elevated surfaces.</li> </ul>

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<p><b>FAS- Strategic Advisor 1 and 2</b></p>	<p>Basic First Aid CPR/AED</p>	<p><b><i>OUTSIDE VENDOR SAFETY TRAINING</i></b></p>	<p>OSHA requires employers to provide a safe and healthy workplace that is reasonably free of occupational hazards. However, accidents do happen. Therefore, employers are also required to provide medical and first aid personnel and supplies proportional to the hazards of the workplace.</p> <p>This course teaches basic first aid techniques for employees and managers in any workplace. Main topics include: recognizing emergency situations, trauma injuries, musculoskeletal injuries, medical emergencies such as heart attack and seizures, environmental emergencies such as poisoning and temperature extremes, and universal precautions such as preventing illness.</p> <p>Learning Outcomes After taking this course, you will be able to:</p> <ul style="list-style-type: none"> <li>▪ Recognize when an emergency has occurred and take emergency action steps</li> <li>▪ Choose the best treatment for injuries such as bleeding, shock, and burns</li> <li>▪ List the correct first aid procedures for chest injuries, fractures and sprains, and head and eye injuries</li> <li>▪ Identify and treat poisoning, stings, and bites</li> <li>▪ Implement Universal Precautions to protect yourself and others from infectious diseases associated with bodily fluids.</li> </ul>
<p><b>FAS- Strategic Advisor 1 and 2</b></p>	<p>Defensive Driving EMTA</p>	<p><b><i>OUTSIDE VENDOR SAFETY TRAINING</i></b></p>	<p>Safety vehicle operation skills</p>
<p><b>FAS- Strategic Advisor 1</b></p>	<p>De-Escalation training</p>	<p><b><i>OUTSIDE VENDOR SAFETY TRAINING</i></b></p>	<p>Edgework is an overarching methodology developed by founder Ellis Amdur. Edgework provides training and consultation for institutions as well as individuals who experience – or must intervene during – crisis situations. This training provides skills and techniques for institutions facing potentially dangerous or otherwise troubling individuals, who may be struggling with mental illness, substance abuse or other factors.</p> <p>Edgework instruction is eminently practical yet delivered with wit and humor. Participants learn skills based on solid theory that are extensions of real-life experience, specific to the professional responsibilities of the attendees. Edgework’s approach builds a realistic understanding of both the dangers and opportunities that crises present.</p>
<p><b>FAS- Strategic Advisor 1</b></p>	<p>PPE-Decon</p>	<p><b><i>OUTSIDE VENDOR SAFETY TRAINING</i></b></p>	<p>See PPE</p>
<p><b>FAS- Strategic Advisor 1</b></p>	<p>Animal Aggression</p>	<p><b><i>OUTSIDE VENDOR SAFETY TRAINING</i></b></p>	<p>City of Seattle Animal Control</p>

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FAS-Strategic Advisor 1	Bloodborne Pathogens Exposure Control Plan	<b>SAFETY POLICIES</b>	
FAS-Strategic Advisor 1	Fire Preventions Program	<b>SAFETY POLICIES</b>	
FAS-Strategic Advisor 1	Fall Protection	<b>SAFETY POLICIES</b>	
FAS-Strategic Advisor 1	Hazardous Communications Program	<b>SAFETY POLICIES</b>	
FAS-Strategic Advisor 1 and 2	Hearing Conservation Program	<b>SAFETY POLICIES</b>	
FAS-Strategic Advisor 1 and 2	Outdoor Heat Stress Prevention Program	<b>SAFETY POLICIES</b>	
FAS-Strategic Advisor 1 and 2	Voluntary Respiratory Protection Guideline	<b>SAFETY POLICIES</b>	
FAS-Strategic Advisor 1 and 2	Benefits Orientation (SDHR)	<b>SDHR COMPLIANCE (within 1 year of employee start date)</b>	
FAS-Strategic Advisor 1 and 2	Race: The Power of Illusion	<b>SDHR COMPLIANCE (within 1 year of employee start date)</b>	
FAS-Strategic Advisor 1 and 2	Ethics/Whistleblower Code Compliance	<b>SDHR COMPLIANCE (within 1 year of employee start date)</b>	
FAS-Strategic Advisor 1 and 2	New Employee Orientation	<b>SDHR COMPLIANCE (within 1 year of employee start date)</b>	
FAS-Strategic Advisor 1 and 2	Introduction to Safety	<b>SDHR COMPLIANCE (within 1 year of employee start date)</b>	

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FAS- Strategic Advisor 1 and 2	Emergency Preparedness	<i>SDHR COMPLIANCE (within 1 year of employee start date)</i>	
FAS- Strategic Advisor 1 and 2	Computer Security	<i>SDHR COMPLIANCE (Within 1-Year of Employee Start Date)</i>	
FAS- Strategic Advisor 1 and 2	Introduction to Records Management	<i>SDHR COMPLIANCE (within 1 year of employee start date)</i>	
FAS- Strategic Advisor 1 and 2	Supervisor Job Specific Safety Training	<i>SDHR COMPLIANCE (within 1 year of employee start date)</i>	
FAS- Strategic Advisor 1 and 2	Emergency Response	<i>SDHR COMPLIANCE (within 1 year of employee start date)</i>	
SPD	Bias Free Policing		This four-hour training module is intended to address bias-free policing concepts and review Seattle Police Manual Section 5.140—Bias-Free Policing. The training will emphasize key concepts, including the following: how to provide services in a professional, nondiscriminatory, fair, and equitable manner; how to provide equitable police services based on the needs of the community members encountered; how to increase our effectiveness as a law enforcement agency by building community trust; and clearly defining and operationalizing the concept of bias-free policing. Exercises will focus on identifying potential problems with bias considering the key concepts
SPD	Threat Assessment & De-escalation		Tactical De-Escalation This four-hour training will instruct sworn personnel in the use of tactical de-escalation techniques. The training will emphasize key concepts including the following: <ul style="list-style-type: none"> <li>•prioritizing de-escalation</li> <li>•understanding escalating behavior</li> <li>•understanding how body language can support de-escalation</li> <li>•use of verbal engagement skills</li> <li>•assessment of environmental conditions that support de-escalation</li> <li>•application of individual and team tactics to support event resolution by gaining compliance</li> </ul> <p>Exercises will focus on identifying opportunities for appropriate application of de-escalation tactics and techniques to resolve the incident.</p>

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		<p>Firearms Individual Skills This four-hour training will cover the individual skills needed for tactical team movement as preparation for later training. Elements addressed will include the following:</p> <ul style="list-style-type: none"> <li>•basic marksmanship and handgun manipulation review</li> <li>•tactical language review</li> <li>•threat identification</li> <li>•moving while shooting</li> <li>•room domination basics with live fire</li> </ul>
<b>SPD</b>	Search & Seizure (Terry Stops)	<p>This 4-hour training module consists of a review of Seattle Police Manual Section 6.220— Voluntary Contacts and Terry Stops. The training will emphasize key concepts, to include the following: Voluntary Contacts, Reasonable Suspicion, Probable Cause, Terry Stops, and Screening and Reporting. Exercises will reinforce the key concepts in each of these areas and focus on identifying potential problems with Terry Stops considering the key concepts.</p> <p>**Please note that this training was presented in a four-hour block. There was a 0700-1100 block and a 1200-1600 block. The hours were not defined on the rosters, so it is unclear which individuals attended the 0700-1100 block and which attended the 1200-1600 block. Attendees should have four hours of credit. **</p>
<b>SPD</b>	Integrated Use of Force & Tactics	<p>The 2015 Use of Force Skills Training: Integrated Tactics involving review of training on the following skills:</p> <p>Defensive Tactics Skill Stations:  Control Tactics  Counter Striking  Sprawling  Turtled suspect</p> <p>Individual and Team Tactics Skill Stations:  Multiple Officer Building Searches  Less Lethal Team Tactics  Rescues/Carries  Combat Application Tourniquets</p> <p>Defensive Tactics Dynamic Drill Stations:  Control  Defend  Stop</p> <p>Students will complete three separate cycles in 1.5 hours. Each cycle will encompass one iteration per station that allows approximately 5 minutes per station</p> <p>CATs &amp; Rescues/Carries  Room Entry (Decision Maker)  LLT  Gauntlet (Series of Decision Makers)  Objectives</p> <p>All officers, given a drill or scenario by the Education and Training</p>

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		<p>section (ETS) staff, will to the satisfaction of a subject matter expert: safely conduct a building search, with multiple officers, using either the cloverleaf or dedicated long cover technique; detain and control any person(s) found inside the building using the proper tactics and procedures.</p> <p>All officers, given a drill or scenario by the Education and Training section (ETS) staff, will to the satisfaction of a subject matter expert properly perform the appropriate drag or carry appropriate for the circumstance.</p> <p>All officers, given a drill or scenario by the Education and Training section (ETS) staff, will to the satisfaction of a subject matter expert: correctly apply a CAT to the arm or leg of a downed officer properly apply a CAT to their arm or leg in a self-care situation.</p> <p>All officers, given a drill or scenario by the Education and Training section (ETS) staff, will to the satisfaction of a subject matter expert: use de-escalation tactics and verbal tactics such as LEED; control and handcuff a compliant suspect using the proper control tactics; use counter striking tactics to defend themselves or another from physical injury; properly use deadly force to stop a deadly threat to themselves or another.</p> <p>All officers, given a drill or scenario by the Education and Training section (ETS) staff, will to the satisfaction of a subject matter expert: use less lethal team tactics to address a subject that is demonstrating an intent to use active resistance to pose a threat of harm to an officer or another.</p>
<p><b>SPD</b></p>	<p>Officer Sustainment - Use of Force</p>	<p>Objectives When presented with a use of force exercise, and under the guidance and evaluation of an Education and Training Section staff instructor, the students will: This class is intended to prepare students to appropriately report and document Type I Use of Force incidents in accordance with Seattle Police Manual Section 8.300—Use of Force Reporting and Investigation, as well as related Directives 14-00038: Type I Reporting Requirements, 14-00045: Interim Policy: Changes in Blue Team for Reporting and Review of Type I Use of Force Incidents</p> <p>Students will also be provided instruction on concepts and information related to lessons learned from the ongoing review of Type II and Type III Use of Force investigations. This will include instruction on concepts related to the use of the Incident Review Guide, Legal Authority/Lawful Purpose and Community</p>



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		<p>Caretaking.</p> <p>The course requires active participation by students and provides them with numerous opportunities to discuss issues with their fellow students and the instructors. It is intended that students learn from each other throughout the course.</p> <ul style="list-style-type: none"> <li>· Demonstrate an understanding of the reporting requirements for Type I Use of Force under Seattle Police Department policy;</li> <li>· Complete appropriate documentation for Type I Use of Force under Seattle Police Department policy;</li> <li>· Identify Levels of Resistance and Force Options;</li> <li>· Apply the Incident Review Guide; including Legal Authority/Lawful Purpose and Community Caretaking</li> </ul>
<p><b>SPD</b></p>	<p>Tactical De-Escalation/ Firearms Individual Skills</p>	<p>Tactical De-Escalation and Firearms Individual Skills are required to be completed on the same day. The four-hour block of Tactical De-Escalation and the four-hour block of Firearms Individual Skills will be run in an alternating morning-afternoon, A/B and B/A schedule to provide eight hours of training. The intended audience is all sworn personnel.</p> <p>Tactical De-Escalation This four-hour training will instruct sworn personnel in the use of tactical de-escalation techniques. The training will emphasize key concepts including the following:</p> <ul style="list-style-type: none"> <li>•prioritizing de-escalation</li> <li>•understanding escalating behavior</li> <li>•understanding how body language can support de-escalation</li> <li>•use of verbal engagement skills</li> <li>•assessment of environmental conditions that support de-escalation</li> <li>•application of individual and team tactics to support event resolution by gaining compliance</li> </ul> <p>Exercises will focus on identifying opportunities for appropriate application of de-escalation tactics and techniques to resolve the incident.</p> <p>Firearms Individual Skills This four-hour training will cover the individual skills needed for tactical team movement as preparation for later training. Elements addressed will include the following:</p> <ul style="list-style-type: none"> <li>•basic marksmanship and handgun manipulation review</li> <li>•tactical language review</li> <li>•threat identification</li> <li>•moving while shooting</li> <li>•room domination basics with live fire</li> </ul> <p>Objectives</p> <p>Tactical De-Escalation Upon completion of the training, attendees</p>

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		<p>will:</p> <ol style="list-style-type: none"> <li>1. understand the role of de-escalation as a central element of the Seattle Police Department for responding to escalating incidents</li> <li>2. demonstrate an understanding of the stages of escalating behavior, be able to identify the signs of suspect agitation, and appreciate how police response to the event can impact resolution of the incident</li> <li>3. identify fact patterns, environmental conditions, and scenarios that clearly establish situations that are exigent and require immediate police intervention</li> <li>4. identify tactically advantageous environmental conditions, such as expedient cover and concealment, and how they can be used to promote tactical de-escalation</li> <li>5. understand and apply the "3-S" model to promote the assessment of scene control, begin subject engagement, and how to derive a viable tactical solution with a minimal reliance on force</li> <li>6. learn and employ engagement techniques including the use of the "O.P.E.N." model (Open ended questions, Paraphrasing, Empathy statements, Next steps) to communicate and promote suspect compliance</li> <li>7. learn and apply body positioning skills to reduce agitation and promote subject compliance</li> <li>8. demonstrate understanding of individual and small team tactics to mitigate an incident, reducing the need to use force</li> <li>9. employ trained individual and team skills in reality-based scenarios</li> </ol> <p>Firearms Individual Skills Upon completion of the training, attendees will:</p> <ol style="list-style-type: none"> <li>1. follow the four cardinal rules of firearms safety as they apply to police officers</li> <li>2. move with a stable shooting platform</li> <li>3. react to various threat levels with various levels of force, including de-escalation when appropriate</li> <li>4. use the basics of "Room Domination" to secure a room</li> </ol>
<p><b>SPD</b></p>	<p>Integrated Tactics</p>	<p>Training Summary</p> <p>Seattle Police Officers train to apply force that is necessary, objectively reasonable, and proportionate. Force is necessary when de-escalation is unsafe or not feasible, and it is used to achieve a lawful outcome and the amount of force applied is reasonable to affect the lawful purpose. Officers train to modulate their force application as circumstances change. The decision-making, actions, and responses of the officer during training are learned and reinforced by experiencing and applying a range of force options through scenarios that use reality based training principles.</p> <p>This training cycle will extend the use of established tactics to the use of force decisions and actions applied to counterterrorism-type incidents, where the immediate, decisive, overwhelming application of deadly force is the means necessary to reduce the</p>

number of lost lives. This training day will incorporate a range of force options.

**Tactics Focus - Counterterrorism**

In response to local and national events, officers have been trained to address active shooter scenarios with rapid intervention tactics. Although uncommon, these events occur both locally in Seattle, as well as elsewhere in the nation. The looming specter of higher level militaristic terrorist strikes on our citizens presents another challenge: the use of force against a highly trained, well-armed group, or multiple groups across the city.

This training provides officers opportunities to respond to some of the elements of terrorist events like Paris, San Bernardino, or Orlando. Those events present a high risk to the lives and safety of both citizens and the responding officers.

In this Integrated Tactics evolution, officers will apply principles and techniques they've learned in previous training to scenarios that reflect real-world incidents of terrorism and mass shootings. Officers will develop mindset, tactical awareness, and strategic flexibility to scale a response as required to address these High Risk / Low Frequency events. Officers will use equipment such as Air Purifying Respirators and flashlights extensively to discover the limitations and advantages of their use in a high-risk environment. Finally, officers will explore team tactics such as the use of coordination, communication, and diversions to overcome superior weaponry and numbers of suspects. Given how officers are currently equipped and configured, officers need to adjust their response to balance their survival and ultimate success against the number of civilian casualties. Officers will focus on mindset and the use of force options to end a terrorist assault.

**Defensive Tactics Focus - Timing and Application of Appropriate Level of Force**

The Defensive Tactics will continue to build on force components related to the timing and the application and modulation of force. Where the Tactics Cadre will generally be honing tactical and strategic decisions and implementation skills, the Defensive Tactics Cadre has a strong component of individual skills to successfully implement the techniques that are being taught.

**Integration**

Through the progression and flow of the curriculum, the rotations between different scenarios, and the integration of each discipline within both halves of the force equations (Defensive Tactics and Tactics) the training will provide officers with a range of force options and decisions to resolve a wide range of problems as a police officer.

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		<p>Performance Objectives</p> <ol style="list-style-type: none"> <li>1.All officers, given a drill or scenario by the Education and Training Section (ETS) staff, will, to the satisfaction of a subject matter expert:             <ul style="list-style-type: none"> <li>◦conduct a coordinated assault with multiple officers using MOBS, room domination, or RIT formations</li> </ul> </li> <li>2.All officers, given a drill or scenario by the ETS staff, will, to the satisfaction of a subject matter expert:             <ul style="list-style-type: none"> <li>◦consider special equipment or specialized equipment to overcome a superior opponent</li> </ul> </li> <li>3.All officers, given a drill or scenario by the ETS staff, will, to the satisfaction of a subject matter expert:             <ul style="list-style-type: none"> <li>◦use de-escalation tactics and verbal tactics such as LEED, Listen and Explain with Equity and Dignity</li> <li>◦control and handcuff a compliant suspect using the proper control tactics</li> <li>◦use counter striking tactics to defend themselves or another from physical injury</li> <li>◦properly use deadly force to stop a deadly threat to themselves or another</li> </ul> </li> </ol> <p>Enabling Learning Objectives</p> <p>During skill training, all officers, to the satisfaction of an ETS subject matter expert, will:</p> <ol style="list-style-type: none"> <li>1.use room domination tactics and skills</li> <li>2.coordinate separate elements of a team to execute a mission</li> <li>3.use rapid intervention conventions</li> <li>4.don and doff an APR tactically and with time constraints</li> <li>5.use the proper MOBS technique to search a building</li> <li>6.properly perform control tactics including compliant handcuffing</li> <li>7.use effective counter striking techniques to defend themselves or another</li> <li>8.use deadly force to stop a deadly assault</li> <li>9.make proper use of force decisions, including attempting de-escalation</li> <li>10.modulate force as necessary</li> </ol>
<p><b>SPD</b></p>	<p>Core Competencies</p>	<p>Attendees will report to Annex 2 at Park 90/5.</p> <p>Core Competencies is an 8-hour block of mandatory training for Seattle Police officers, detectives, and sergeants, intended to refresh and build upon knowledge and skill sets that are considered foundational to their positions in three key areas - understanding and application of search and seizure law and use of force policies, defensive tactics skills and decision-making, and tactics and decision-making with the use of firearms.</p> <p>The training encompasses the following blocks:</p> <ul style="list-style-type: none"> <li>•Legal Articulation (2 hours)</li> <li>•Defensive Tactics (2 hours)</li> </ul>

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		<ul style="list-style-type: none"> <li>•Tactics and Firearms (4 hours)</li> </ul> <p>Objectives</p> <p>The course will involve the following generalized objectives. Specific objectives are identified within each block's ISDM.</p> <p>Legal Articulation:</p> <ul style="list-style-type: none"> <li>•During discussions, participants will identify and apply legal and use of force standards consistent with Department training and policy.</li> </ul> <p>Defensive Tactics:</p> <ul style="list-style-type: none"> <li>•During drills, participants will demonstrate at least the minimum identified standards consistent with the training for stance and footwork, counter-striking, standing and prone handcuffing, the body wrap and snap takedown, and escape from being mounted.</li> </ul> <p>Tactics and Firearms:</p> <ul style="list-style-type: none"> <li>•During drills, participants will demonstrate the ability to maintain muzzle control and indexing of their firearms and to reload their handguns consistent with training.</li> <li>•During drills, participants will demonstrate the ability to apply the tactical concepts model and trained tactics to slow and methodical building search situations consistent with training</li> </ul>
<b>SPD</b>	Alzheimer's and Dementia Awareness eLearning	<p>Law Enforcement is seeing an increase in calls for service related to those living with Alzheimer's and Dementia. This eLearning will cover what Alzheimer's disease is and identify signs and symptoms related to the disease and types of calls officers frequently get called Officers will view how to de-escalate situations with skills that have been taught in other previous CIT courses. Attached to the eLearning are many great sources for further learning about Alzheimer's disease and Dementia.</p>
<b>SPD</b>	Crisis Intervention Team Tactics 40 Hour	<p>The course will cover the legal aspects of mental health commitments; liability issues; mental disorders; indicators of mental illness; understanding mental illness; documentation; the interpersonal relations necessary to effectively work with the mentally ill, their families, and the mental health system; and intervention strategies for dealing with both low and high-risk situations.</p>
<b>SPD</b>	Crisis Intervention Training	<p>Objectives</p> <p>The goal of this training is to build upon previous de-escalation training, expand Officer skill-sets, and provide clear guidance on when Officers are expected to de-escalate and when de-escalation is not appropriate.</p> <p>Attendees will:</p> <ul style="list-style-type: none"> <li>•review appropriate documentation of crisis events including the Crisis Template, RMS, Emergent Detention</li> <li>•become more familiar with Joel's Law</li> <li>•review Emergent Detentions with the possibility of Charge-by-</li> </ul>

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			<p>Officer</p> <ul style="list-style-type: none"> <li>•receive clarification on the Exigent Emergent Detention related expectations of the Department and the City concerning de-escalation to increase the safety of Officers, the public, and individuals in crisis</li> <li>•engage in reality based Vehicle Born Crisis training scenarios</li> <li>•participate in a Barricaded Subject training scenario</li> <li>•review and discuss Suicide-by-Cop situations</li> </ul>
<b>SPD</b>	Threat Assessment & Prisoner Control		Threat Assessment and Prisoner Control -- Part of yearly Officer's Street Skills
<b>SPD</b>	De-escalation and Contact/Cover		De-escalation and contact/cover
<b>SPD</b>	CIT Module 1 - CI Program and New Policy		Information on CIT programs and SPD policy
<b>SPD</b>	CIT Module 2 - Emergent Detentions		Crisis Intervention eLearning on Emergent Detentions
<b>SPD</b>	CIT Module 3 - Resources		Crisis Intervention training covering Resources that are available
<b>SPD</b>	Traumatic Brain Injury and Veterans' Concerns		An 8-hour information-based training, developed to give CIT Certified Officers of the Seattle Police Department an awareness-based understanding of interacting with persons suffering from traumatic brain injury (TBI) and Veteran Specific Concerns. The recurrence and awareness of incidents of TBI and PTSD (and mental health issues related to Military service), on a national and local level, is rising. Officers are likely to encounter subjects in Crisis who have sustained a TBI, suffer from PTSD or Military service related mental health concerns. This training was developed to assist Officers in identifying TBI, PTSD and Military service related mental health issues and provide best practices for dealing with subjects in crisis due to these issues.
<b>SPD</b>	Perspectives in Profiling		Vignettes and discussion of incidents from across the Country
<b>SPD</b>	Use of Force Core Principles		Discussion of SPD manual sections and current case law surrounding Use of Force and reporting
<b>SPD</b>	Family Intervention & Restorative Services		This eLearning will explain the domestic violence laws that pertain to arresting a juvenile. These laws became effective in early 2016. A King County Prosecutor will explain the changes in the new laws, how they relate to juvenile DV arrests, and the Family Intervention & Restorative Services (FIRS) program which has been added to the Youth Services Center (YSC). The YSC is a facility that specializes in family support, intervention, and restoration of a child's behavior.
<b>SPD</b>	Post-Traumatic Stress Disorder Anti-Harassment and Anti-Discrimination		This roll call training defines what Post Traumatic Stress Disorder (PTSD) is and who it affects. The training also informs officers of the signs and symptoms that accompany PTSD and explains how to de-escalate a person who is suffering from PTSD.

## 1.4: Evaluation of Navigation Team Trainings

<b>SPD</b>	Interacting with Transgender Individuals		<p>The purpose of this curriculum is to review the SPD policy on interacting with transgender individuals and to provide reflections from the transgender perspective.</p> <p>The curriculum includes two sections, each with one required eLearning. The first eLearning, SPD - 2016 Introduction to Interacting with Transgender Individuals, must be completed prior to accessing the eLearning in the second section, SPD - 2016 Transgender Policy Training</p>
<b>SPD</b>	Bias-Based Complaint		Proper reporting when complaint of biased policing
<b>SPD</b>	Mental Health Contact Report		Mandatory eLearning module: SPD 2015 Mental Health Contact Report (Crisis Template)
<b>SPD</b>	Race: The Power of Illusion		<p>This video series and facilitated discussion is the “basic R.S.J.I. training” for all City employees.</p> <p>This training uses the three-part PBS video series that examines race, power, and privilege through the history of the U.S. and up to present-day causes of racial disparities.</p> <p>The curriculum guides the participants through small and large group discussions that facilitate the learning objectives</p>
<b>SPD</b>	Bloodborne Pathogens		<p>This course covers basic routes of disease transmission relative to exposure to contamination, and protective measures. It is required annually for those required to take First Aid/CPR/BBP/AED or have potential exposures identified by job classification. BBP is a regular part of the First Aid/CPR/BBP/AED curriculum. The separate (one hour) BBP course is typically taken by First Aid card holders in the alternate year when full First Aid/CPR/BBP/AED training is not taken. BBP is required once for all employees and on an annual basis for employees who maintain First-Aid cards and/or who have a potential BP exposure identified in their work. Employees with any questions about SPU's BBP Program and/or training should consult with their supervisor and/or their Safety Specialist.</p>
<b>SPD</b>	LE and Society: Lessons of the Holocaust		<p>The program addresses how police perform as professionals, what their values are and how closely they adhere to them. It draws on lessons learned from the Holocaust to challenge law enforcement officers to examine their relationship with the public, and explore issues related to the personal responsibility of officers to administer their authority in an ethical manner. Law Enforcement and Society: Lessons from the Holocaust also encourages officers to see themselves as defenders of the Constitution and guardians against a repeat of the horrors of the Holocaust.</p>
<b>SPD, FAS, Outreach</b>	Trauma Informed Care	<b>NAVIGATION TEAM</b>	<p>Individual trauma results from an event, series of events, or set of circumstances experienced by an individual as physically or emotionally harmful or life-threatening with lasting adverse effects on the individual’s functioning and mental, physical, social, emotional, or spiritual well-being. How do care providers tailor their care to mitigate and assist those suffering from trauma or keep the care from being traumatic.</p>

1.4: Evaluation of Navigation Team Trainings

<b>SPD, FAS, Outreach</b>	Life Skills to Work	<b>NAVIGATION TEAM</b>	Individuals that are transitioning from incarceration or homelessness need basic skills to re-enter the workforce.
<b>SPD, FAS, Outreach</b>	Mental Health First Aid	<b>NAVIGATION TEAM</b>	Mental Health First Aid is an 8-hour course that teaches you how to help someone who may be experiencing a mental health or substance use challenge. The training helps you identify, understand, and respond to signs of addictions and mental illnesses.
<b>SPD, FAS, Outreach</b>	Intercultural Competence	<b>NAVIGATION TEAM</b>	Introduction to intercultural competence. Foundations of racial oppression in America. Strategies for developing culturally sensitive communication.
<b>SPD, FAS, Outreach</b>	RCW 71.05 Involuntary Commitment	<b>NAVIGATION TEAM</b>	Overview of Washington State involuntary commitment laws. Training on referral protocol. Orientation to crisis and commitment department.
<b>SPD, FAS, Outreach</b>	DESC-HOST Overview and Referral Process	<b>NAVIGATION TEAM</b>	Overview of DESC HOST program. Review of referral protocol. Training on appropriate referrals.
<b>SPD, FAS, Outreach</b>	MID Referral Process and Program Overview	<b>NAVIGATION TEAM</b>	Overview of MID outreach and case management services. Review of process for making referrals.
<b>SPD, FAS, Outreach</b>	Veterans Affairs Resources and Outreach	<b>NAVIGATION TEAM</b>	Overview of veteran services and referral process.



## **Checkpoint 2.4: Assessment of Opportunities for Increased Coordination with King County**

### **Current collaborations with King County:**

The City of Seattle and King County have a long-standing history of working in partnership to establish coordinated services for persons who are homeless. The City and County are joint applicants for federal funding for homeless services, which requires a strong partnership and aligned goals in ending homelessness. All Home plays the role of convener and governing entity for the collaborative application process as governed by HUD.

There are several key projects that demonstrate the joint commitment to collaboration. For example, Familiar Faces is a joint City/County effort to reduce usage of costly jail and hospital interventions. Having identified the correlation of incarceration with homelessness, the City and County launched the Familiar Faces effort to improve outcomes for those repeatedly cycling through the criminal justice system. The program targets individuals who have been booked into jail four or more times in a 12-month period and are dealing with either or both, a mental health condition or substance use disorder. HSD is also a partner in Coordinated Entry planning and policy development. One of the most important areas where the HSD and the County are coordinating is on system performance measures and the way the two organizations collectively contract with agencies to meet performance standards. Most recently Mayor Durkan, Executive Constantine and Mayor Backus of Auburn have convened One Table, an effort to address the systemic issues at the root cause of homelessness. One Table is a joint initiative focused on addressing the response to homelessness and the issues associated, including sparsity of behavioral health services, housing process and inequality. Diverse stakeholders, including the faith community, philanthropists, labor, academia, community members and those with lived experience of being homelessness, will form the core group that will convene to develop strategic solutions.

Research, Navigation Team reports, as well as the City's Homeless Needs Assessment, all find that homelessness in many cases is comorbid with mental health and substance use disorders. King County Department of Community and Human Services acts as the coordinating entity for mental health and substance disorder services throughout the Seattle area. It is the primary funder and coordinator of the Accountable Communities of Health (ACH) program locally, which includes Medicaid funded programs. HSD is a strong project collaborator with the ACH roll out and linkages to vulnerable populations and has partnered on several projects, such as Medicaid supported housing services, Best Starts for Kids programs, etc.

The County also manages the Regional Support Network for King County and is responsible for behavioral health access services. More specifically it coordinates access to care and billing for community-based mental health programs serving persons who are homeless. These services include mental health access, substance use disorder services, sobering center, crisis solutions center and similar programs.

Each of these projects demonstrate significant coordination is underway in our unified goal of addressing homelessness as a regional challenge. In addition to these broad project areas, outreach teams across the County, operating in the Continuum of Care for homeless services, work closely together to align resources

and access to care. The Navigation Team works closely to ensure it is providing the right services at the right time to connect those it is engaging with housing and other resources.

In addition, the County is supporting the Seattle Navigation Center at \$1m per year from the King County Veterans, Seniors and Human Services property tax levy approved by voters in November 2017. This is one of the primarily shelter spaces to which the Navigation refers individuals living unsheltered. It offers a greater suite of services than traditional shelters and embodies the City's move to enhanced shelters.

**Intersection with Standards of Care:**

REACH and YouthCare are the primary outreach service providers for the Navigation Team and helped to develop the Outreach Standards of Care, written and submitted by HSD to City Council in 2016 in response to a statement of legislative intent request. It is the recommendation of HSD that REACH and YouthCare adhere to the Standards of Care when they are engaging clients in the field. In 2017, the Navigation Team made 7,342 contacts to a total of 1,829 people. The team's ability to deeply engage in service connection with the people it interacts with is reduced due to the volume of outreach required throughout the City. Members often are not able to assess and determine what services are needed after one or two interactions, nor are they able to provide the depth of case management that may be needed by every client they engage.

Key resources that REACH and YouthCare can offer to each client they engage are:

- Highly trained outreach staff – trauma informed care, harm reduction, crisis management and cultural competence
- Shelter/tiny home access (REACH only)
- Substance use disorder interventions
- Nursing care (REACH only)
- Coordinated Entry for All assessments
- Behavioral health interventions
- Narcan access and distribution
- Knowledge of housing system

Outreach teams throughout the County work collaboratively to share resources and care coordination efforts over a very large geographic area. There are roughly three outreach programs outside the City of Seattle that cover the rest of the region. These programs are unable to provide additional support to City-specific outreach programs because of their limited resources. Increased collaboration and tools to facilitate coordination of services such as diversion and housing access could be valuable to enhance the efficacy of providers in reaching current and possible clients.

## Checkpoint 3.1: Report on 2017 Baseline Data – Results and Outcomes

[In February 2017, the City of Seattle launched a new effort](#) to connect vulnerable people living unsheltered with services and safer shelter. The Navigation Team is the City's front-line response to the homelessness crisis, helping individuals navigate barriers that historically prevent people living unsheltered from accessing services, shelter and housing resources. The Navigation Team is comprised of eight specially-trained police officers, a police sergeant, seven contracted outreach workers, a contracted outreach supervisor, two Field Coordinators, an Encampment Response Manager, and an Outreach Coordinator.

The team conducts daily outreach to unsanctioned encampments throughout the city, building trust through individualized relationships with people they encounter. The team offers a variety of services in unsanctioned encampments including referrals to medical or service providers, help obtaining identification or benefits, accessing employment support, connections to legal resources, offering mental health support, safe storage and delivery of personal belongings, and participation in a trash pick-up program to reduce threats to public health.

The most frequent service offered is safer shelter in either traditional emergency shelters, sanctioned encampments, or [enhanced shelters](#) for people living with partners, pets and possessions. On average, it takes four engagements between the Navigation Team members and a person living unsheltered before the individual accepts some form of service and/or shelter.

The report below documents the measures the Navigation Team has been tracking and provides an overview of other cities' efforts that are comparable to the City of Seattle's efforts to perform outreach to people living in unauthorized encampments.

### Navigation Team outcomes

Between Feb. 20, and Dec. 31, 2017 the Navigation Team made 7,342 total contacts to 1,829 unique individuals living unsheltered in Seattle. Of the 1,829 people the team has engaged:

- 675 accepted offers of safer shelter (37% acceptance rate)
- 1,179 accepted some form of service (64% acceptance rate)
- 599 decline all offers of service and shelter (32% decline rate)

### Comparative baseline measures

Metrics vary greatly between municipalities. Government structure, mission, scope and depth of outreach, definitions, availability of housing resources, all contribute to divergent measurements of outcomes.

Chief among the variance is the nature of data collected and reported on publicly. For example, Houston's robust response to homelessness is housed solely within its police department's Mental Health Division and is considered to be a model given the size and specialization of the units in operation. However, Houston's data collection, data disaggregation, and public reporting is not as high of a priority when compared to Seattle, making it difficult to compare outcomes.

Local policymaking also makes clear comparisons difficult. For example, San Francisco's Homeward Bound program, which reunites people with their families outside of the area via a bus ticket, is a program that is often cited as a positive housing outcome by the San Francisco government. While family reunification is considered a housing outcome for the Navigation Team, the City of Seattle does not have a family reunification program centered on busing. It is an option in the emergency services we provide, but not a stand-alone program.

Lastly, the respective size of the city and its homeless population dictates the scale of response. For example, San Francisco and Seattle have relatively similar municipal and homeless populations and both cities have a citywide approach to respond to the crisis. On the other hand, the City of Austin, Texas, while having a comparable municipal population to Seattle, has a smaller homelessness population and directs its police-led homeless outreach team to operate in a specified region of the city.

The following review of San Francisco, Houston and Austin's homelessness responses is designed to provide an illustrative, not exhaustive, perspective of city-led homelessness outreach and outcomes. All three cities have some level of data and/or reporting that is publicly available and none have a homeless population larger than Seattle/King County.

### **San Francisco**

San Francisco provides the most robust homelessness response data set to examine. San Francisco's primary response is best measured through its Homeless Outreach Team (SFHOT), yet its mission, operation and metrics differ from Seattle's Navigation Team. According to the [2017 San Francisco homeless point-in-time count and survey](#), 7,499 people are experiencing homelessness, with 4,353 living unsheltered.

SFHOT works in small teams to provide outreach to people living unsheltered. There is no public-facing information providing specific detail of the size of the operation; however, the team is augmented by case managers and medical staff, which lends itself to be a more specialized operation.

SFHOT offers case management specifically for individuals who have severe illnesses—the Navigation Team does not make such a delineation, nor does the Navigation Team provide large-scale case management. Additionally, a separate San Francisco response addresses the removal of unauthorized encampments for safety and hazardous conditions, while that operation is embedded within Seattle's Navigation Team. The majority of SFHOT outreach

efforts are concentrated on people experiencing homelessness in specific downtown areas, which differs from the Navigation Team’s effort to contact people living in large, unsanctioned encampments throughout the city.

A recent SFHOT citywide [service update](#) provides a snapshot of all outreach efforts undertaken between April 2015 and November 2017:

- SFHOT made 28,353 “encounters” in this 30-month window. This is an un-duplicated figure of all contacts made by the team.
  - SFHOT makes about 945 contacts a month.
- SFHOT reports an “engagement rate” of 79.9%—which measures the total number of instances the team successfully engages people, i.e., have some sort of interaction that is not an outright refusal. This percentage is not de-duplicable and therefore does not represent unique individuals.
- SFHOT reports a 20.1% decline rate of all services.
- Within the “engagement rate,” SFHOT cites a 7.2% success rate in connecting people to shelter or San Francisco’s Navigation Center.

## Houston

The [2017 point-in-time homeless count](#) found 3,412 people experiencing homelessness in the Houston area (Houston, Harris and Fort Bend counties), with 1,078 living unsheltered in Harris County. Note that Houston has seen a 60% decline in overall homelessness since 2011, which coincides with a renewed and robust human service investment strategy and the launch of a police-led homelessness outreach response.

The Houston Police Department Mental Health Division is the lead agency addressing street homelessness in Houston. The division is subdivided among an investigative unit, chronic consumer stabilization unit, crisis intervention response team, and Homelessness Outreach Team (HOT), all complementing each other’s efforts. HOT, operating since 2011, has a similar team structure as the Navigation Team, however it is smaller than Seattle’s effort—HOT is comprised of one sergeant, four officers and three mental health professionals.

According to a [2016 report](#), HOT made 5,264 total contacts with people experiencing homelessness that year. This number is not de-duplicated. The team successfully housed 341 individuals. While the housed figure represents unique individuals, the metric is non-delineated and includes, for example, individuals whom accepted traditional shelter, received a bus ticket out of Houston, secured shelter in a boarding house, or were reunited with family. Moving forward, HOT is looking to incorporate metrics and data to better illuminate efforts.

## Austin

Austin’s [2017 point-in-time homeless count](#) found 2,036 people experiencing homelessness, with 834 living unsheltered in Travis County.

The City of Austin's Homelessness Outreach Street Team (HOST) pilot launched in 2016 and focuses on street homeless in certain downtown areas and near the University of Texas campus. HOST is comprised of two police officers, two behavioral health specialists, one paramedic and an outreach social worker.

There is limited public information available regarding outcomes and measures from HOST. The limited public data that is available shows that between June 1 and Aug. 15, 2016, HOST reported serving [300 unique individuals and connected 35 people to shelter](#). Later [media reports from 2017 cite](#) that the team contacted 947 individuals with 889 accepting some form of service, which is a 97% success rate.

### **Conclusion**

Discovering reliably comparable measures and outcomes is a challenging exercise that yields few opportunities to find common baselines. Ultimately, examining homeless outreach programs for best practices/measures is relative and dependent on a variety of factors that revolve around the scope, scale, funding and deployment of resources, as well as the local context of laws and policing strategies impacting people living unsheltered. Each city presents a host of political and jurisdictional dimensions not examined in this report, all of which likely contribute to the cities' overall homelessness strategy.

However, it is clear that all cities do share some of the following characteristics: first, all four cities work with their respective police departments to conduct or complement outreach activities. All cities track the amount of outreach conducted, primarily the total amount of contacts made in a specific timeframe. And lastly, most cities examined have launched the current iterations of homelessness outreach relatively recently, with Houston being the longest active, since 2011.

## Checkpoint 3.2: 2017 Actual Expenditures – Navigation Team and Encampment Removals

### Navigation Team and Encampment Removal

2017 Annual Costs

Prepared 3/16/2018

Dept	Category	Total Cost 2017	Notes
SPD	Labor	\$ 1,150,117	Estimated labor cost based on 8 officers, 1 sgt. These are existing SPD officers and Sgt who were redirected for this Team.
	Overtime	\$ 172,604	Overtime costs are for actuals billed to two Nav Team projects in 2017.
	Supplies and Equipment	\$ 253,910	Patrol vehicles, uniforms, phones, computers, office eqpt
	<b>SPD Total</b>	<b>\$ 1,576,630</b>	
HSD*	Outreach Contracts	\$ 684,682	REACH Contract with Evergreen Treatment Services
	<b>HSD Total</b>	<b>\$ 684,682</b>	
FAS	Labor	\$ 940,259	Management of Navigation Team, Field Operations
	Supplies and Equipment	\$ 101,804	
	Garbage removal contracts	\$ 1,289,710	Vendor contracts for garbage removal
	<b>FAS Total</b>	<b>\$ 2,331,773</b>	
SPU	Labor	\$ 347,300	
	Supplies, Equipt and Svcs	\$ 134,641	
	Disposal Costs	\$ 505,142	Tipping fees
	<b>SPU Total</b>	<b>\$ 987,083</b>	Includes EOC activation costs for Clean City program
SDOT	Labor	\$ 1,563,534	
	Non-Labor	\$ 2,093,275	
	Equipment	\$ 173,086	
	<b>SDOT Total</b>	<b>\$ 3,829,895</b>	
Parks	Labor	\$ 667,534	Primarily clean-up related labor costs
	Non-Labor	\$ 181,066	
	<b>Parks Total</b>	<b>\$ 848,600</b>	
	<b>Total</b>	<b>\$ 10,258,663</b>	

\*Note that the HSD costs above represent only the outreach contract for the Navigation Team. During 2017, HSD also invested approximately \$7m to increase capacity in the shelter network in tandem with the Navigation Team efforts, including the development of the Navigation Center, a new 100-bed shelter on First Hill and three new sanctioned encampments.

## Checkpoint 3.4: Report on 2017 Racial Equity Impacts

### Executive Summary:

Analysis of a representative sample of 2,221 duplicated contacts in 2017 revealed the following trends which have been identified as statistically significant:

- The majority of services for vehicle repair were provided to Caucasians (89%)
- Hawaiians/Pacific Islanders (41%) and Caucasians (30%) are most likely to decline services.
  - Hawaiian/Pacific Islanders accounted for less than 1-percent of total contacts
- The lowest rates of decline were by LatinX (11%), followed by American Indians (18%)
- The lowest rate of exits from homelessness were from Hawaiians/Pacific Islanders (33%), followed by Caucasians (40%)
- The highest rates of acceptance of an alternative living arrangement were by American Indians (65%), LatinX (52%), African Americans (51%), and Asians (48%)

Accepting a referral to a safer living alternative, whether that is relocation to a shelter, a sanctioned encampment, reconnection with family or receiving a motel voucher, effectively helps end an individual's living outdoors. From this preliminary analysis, African Americans and American Indians, the most marginalized homelessness subpopulation, appear to be the most likely to request services that end their living outdoors. Conversely, Caucasians seem to decline services at a higher rate. There appear to be some implications for vehicle dwellers, as the majority of contacts to homeless people seeking vehicle repairs were made to Caucasians.

A 2016 report by the Center for Policing Equity revealed significant racial disparities in policing and use of force. The Navigation Team made three total arrests in 2017, none of which resulted in any use of force. Nonetheless, the impact of police as part of the Navigation Team still has not been studied, nor the perceptions of homeless individuals, especially people of color, concerning the role of law enforcement or their impact on service delivery. This element should be examined further for an objective analysis of data collected by the Navigation Team.

Further analysis is needed to both analyze the significance of findings and for further evaluation of trends. In the coming months, as the Navigation Team transitions to the Human Services Department (HSD) as the lead department, one of the new positions on the team will be a Data Coordinator and Analyst. This position will have access to HMIS, the data resources and systems of the broader HSD Data Team, and will provide support to analyze and evaluate Navigation Team data. Furthermore, the Seattle Office for Civil Rights continues to work with the Navigation Team on the Racial Equity Toolkit to address any biases, and misconceptions that may have colored the lens through which this evaluation was conducted and provide the appropriate framework from which to continue evaluating this process.



**Background:**

Homelessness disproportionately affects people of color, is correlated to poor health outcomes, substance use disorders, unemployment, incarceration and mental health challenges. The 2017 Count-Us-In statistics revealed that American Indians and African Americans are six times and five times, respectively, more likely to be homeless in King County. In addition, non-whites make up more than half (55%) of the entire homeless population in King County (2017 *Seattle/King County Count-Us-In*). The Navigation team understands the response to helping such a diverse population must be reflected not only in the composition of the team but in the development of approaches that are sensitive to the needs of those communities. Namely, that the conceptualization of, design, and implementation of strategies should be rooted in equity and social justice.

The Substance Abuse and Mental Health Services Administration makes the following recommendation for serving the needs of diverse populations:

*“Being culturally competent and aware is to be respectful and inclusive of the health beliefs and attitudes, healing practices, and cultural and linguistic needs of different population groups. Behavioral health practitioners can bring about positive change by better understanding the differing cultural context among various communities and being willing and able to work within that context.”*

Multnomah County Office of Citizen Management, in their 2015 publication entitled “Global Outreach in Local Communities” assessed the following as being prerequisites for culturally competent homeless engagement:

- *Awareness of your worldview and consciousness of how you react to different people;*
- *Attitude based on your beliefs and values about cultural differences;*
- *Knowledge of different cultural practices and worldviews; and*
- *Skills, including but not limited to, your ability to understand, communicate with, and effectively interact with people across cultures.*

**Approach:**

With the understanding that the Navigation Team is engaging with disparately affected individuals, including ethnic minorities, it is imperative that the outreach team be versed in and capable of delivering outreach services that are culturally competent. Given that People of Color, particularly African Americans (AA), and American Indians (AI) are disproportionately represented amongst the homeless population, the need for a culturally informed service-providing group is critical for effective engagement. Furthermore, the impact of historical and systemic disenfranchisement, institutional racism, and racial oppression were called out as precipitating and perpetuating the high rates of inequity represented in the homeless population.

### 3.4: Report on 2017 Racial Equity Impacts

The Navigation Team has identified ways in which to better understand and respond to the needs of the population served. To date, the Navigation Team has received training on Intercultural Competence and is currently working on a Racial Equity Toolkit with the support of the Seattle Office for Civil Rights. The entire process of conducting a Racial Equity toolkit on the Navigation Team will take 12 to 18 months to complete. Thus far the team has determined:

1. The process needs to be holistic and include a diverse group of stakeholders, including those with lived experience
2. The effect should be transformative
3. The Racial Equity Toolkit should focus on those most affected by structural racism but not exclude others who have been affected

**Personnel:** The Navigation Team is comprised of eight specially trained police officers, a police sergeant, seven contracted outreach workers, a contracted outreach supervisor, two Field Coordinators, a Public Information Officer, an Encampment Response Manager, and an Outreach Coordinator. Below is a table with the racial/ethnic identity of each member.

<b>Position</b>	<b>Racial/Ethnic Identity</b>
Encampment Response Manager	African American
Police Lieutenant	Caucasian
Police Sergeant	Caucasian
Public Information Office	Caucasian
Police Officer 1	Asian
Police Officer 2	Caucasian
Police Officer 3	Caucasian
Police Officer 4	Caucasian
Police Officer 5	Caucasian
Police Officer 6	Caucasian
Police Officer 7	Caucasian
Police Officer 8	Caucasian
Field Coordinator	Biracial
Field Coordinator	Caucasian
Field Coordinator	Caucasian
Outreach Coordinator	African American

#### **Contracted Group**

<b>Position</b>	<b>Racial/Ethnic Identity</b>
Outreach Supervisor	American Indian
Outreach Case Manager	African American
Outreach Case Manager	Biracial
Outreach Case Manager	Caucasian
Outreach Case Manager	Caucasian

Outreach Case Manager	Latinx
Outreach Case Manager	Caucasian

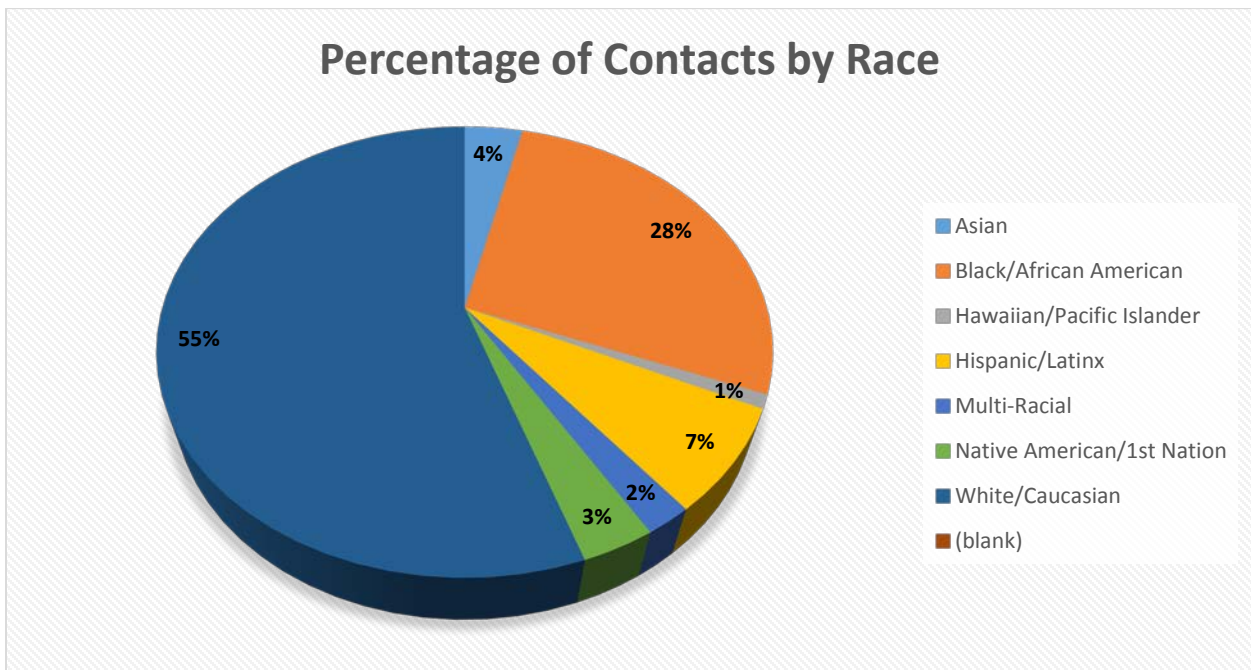
**Quantitative Analysis:**

We performed a quantitative analysis with the data gathered by the Navigation Team between February 20, 2017 and December 31, 2017 to review racial disparities in engagement trends, service delivery, and outcomes.

In 2017, the Navigation team made 7,342 outreach contacts to a total of 1,842 individuals.

**Total people by Race:**

Race	Individual Contacts
Asian	57
Black/African American	425
Data Not Collected	267
Hawaiian/Pacific Islander	16
Hispanic/Latinx	115
Multi-Racial	32
Native American/1st Nation	56
White/Caucasian	874
<b>Total Individuals</b>	<b>1842</b>

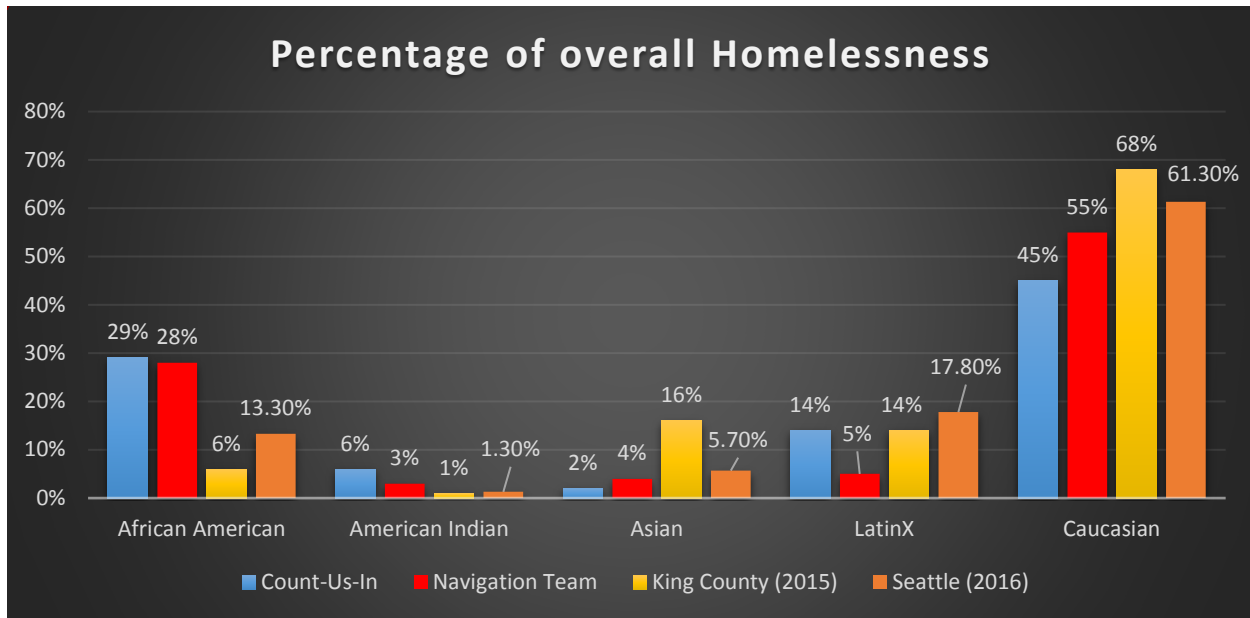


Overall, the people contacted by the Navigation Team are generally similar in racial composition to the broader homeless population as reported in the *2017 Seattle/King County Count Us In* survey. The

### 3.4: Report on 2017 Racial Equity Impacts

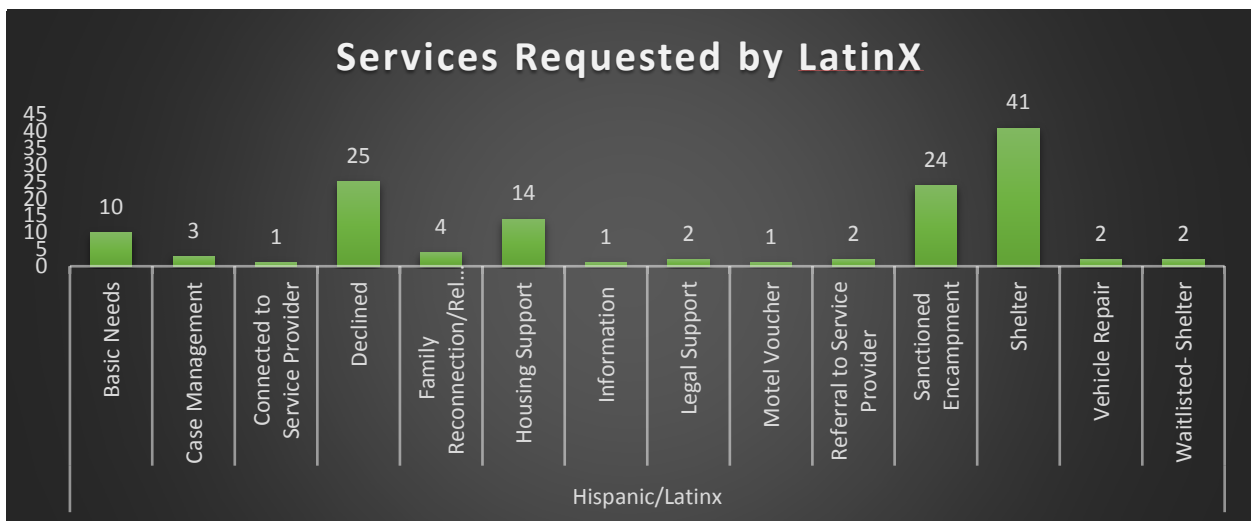
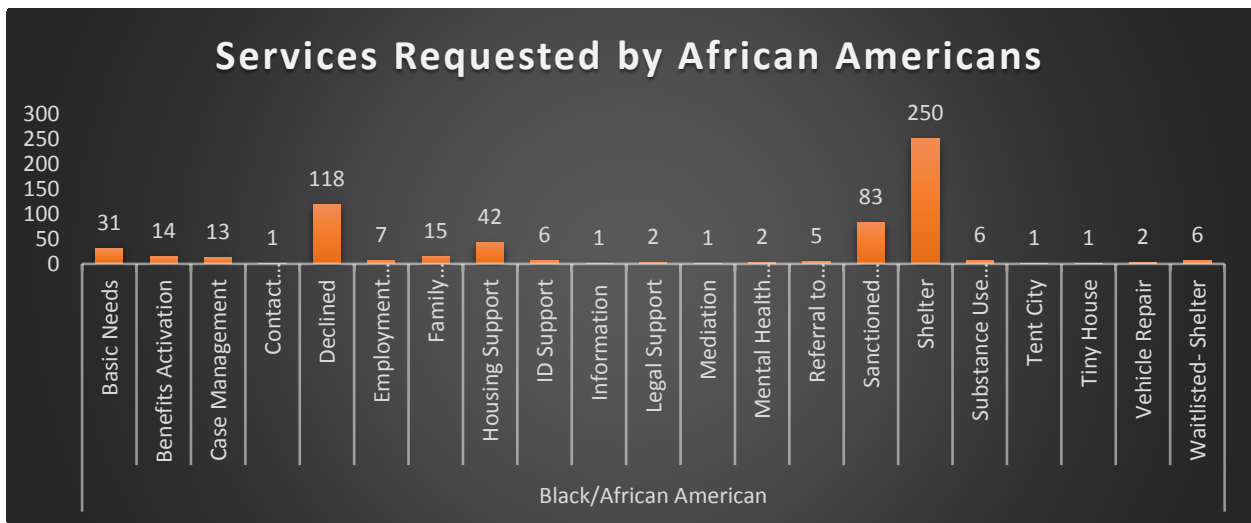
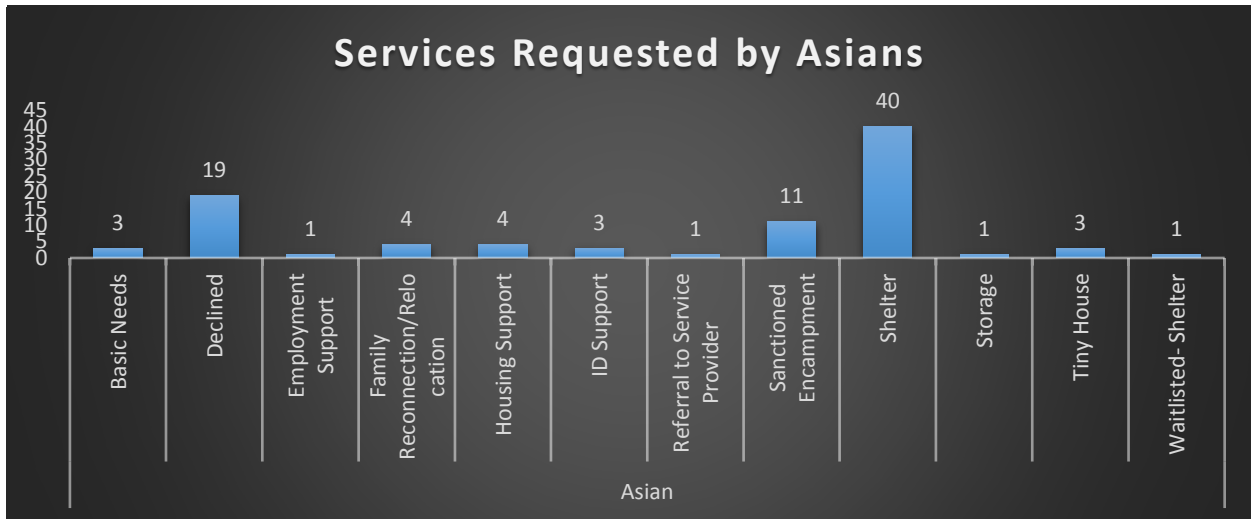
Navigation Team data show the highest racial disparities among African Americans and American Indians when compared to the general population of Seattle and King County. The Navigation Team data show African Americans and American Indians are 4.6 times and 3 times more likely to be represented in the homeless population than in the general population.

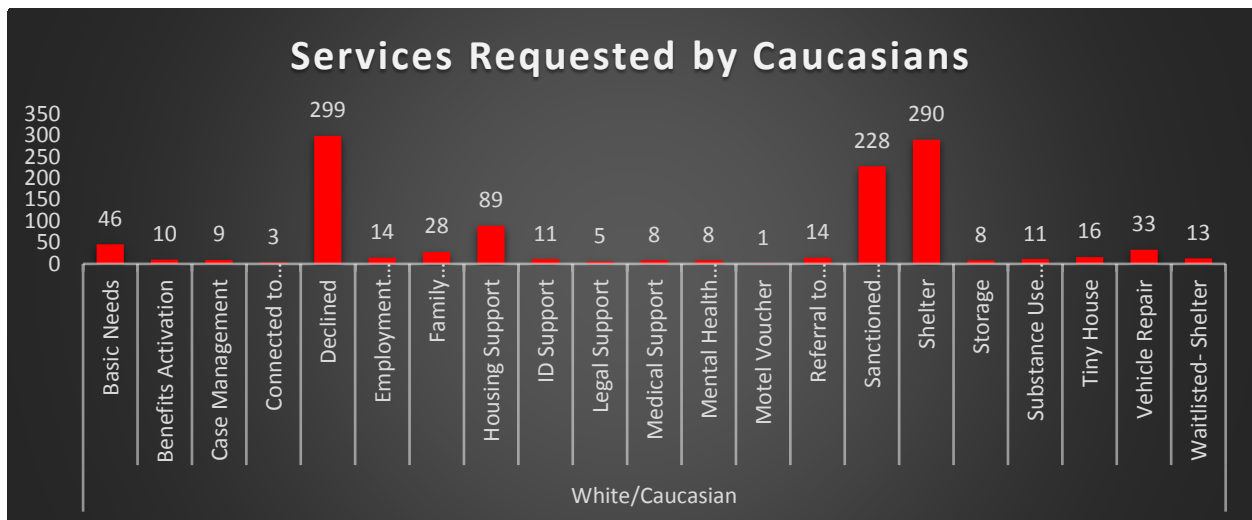
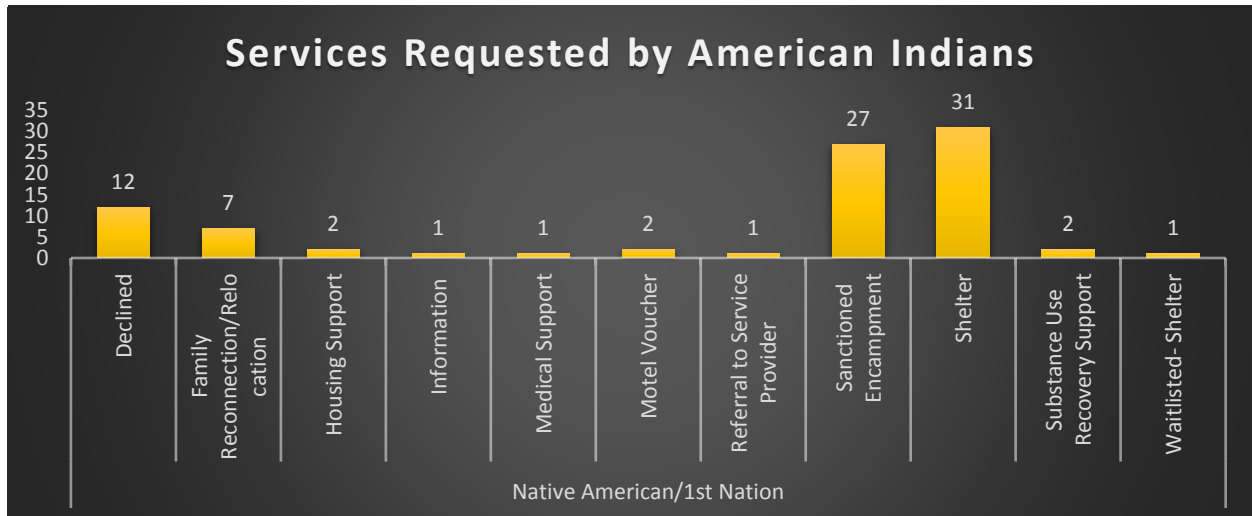
There are a few places where Navigation Team contacts differ from the results of the Count Us In Survey. The Navigation Team contacted disproportionately less people who identify as Latinx and American Indian than are represented in the *Count Us In* survey, and more Caucasians.



#### Services Requested:

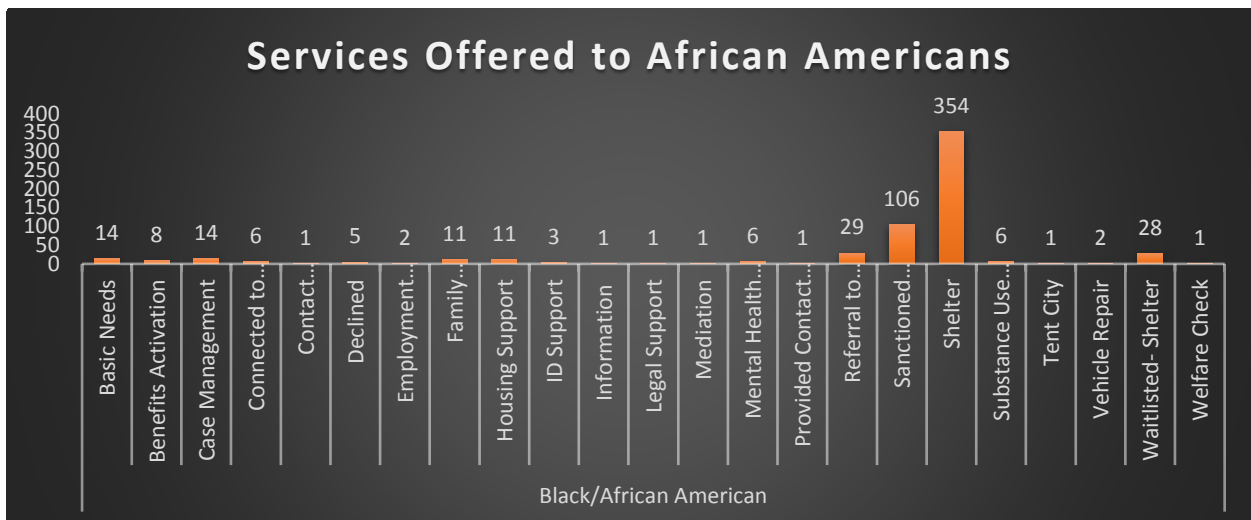
Services requested are defined as the initial solicitation made by the unhoused individual upon contact with the outreach worker. The most requested services by African Americans were: Shelter, Sanctioned Encampment, and Housing Support. Native Americans were the population most likely to request services to alternative living arrangements. 79% of requests by Native Americans were for services that would result in a referral to an alternative living arrangement: Family Reconnection, Motel Voucher, Sanctioned Encampment, and Shelter. Caucasians were the most likely to decline services upon initial contact.

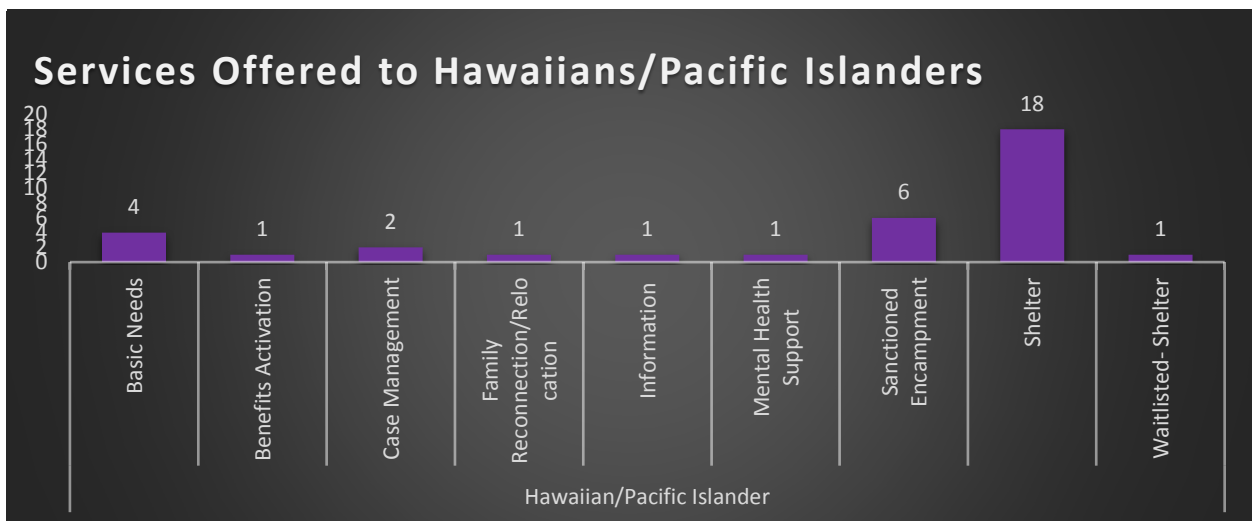
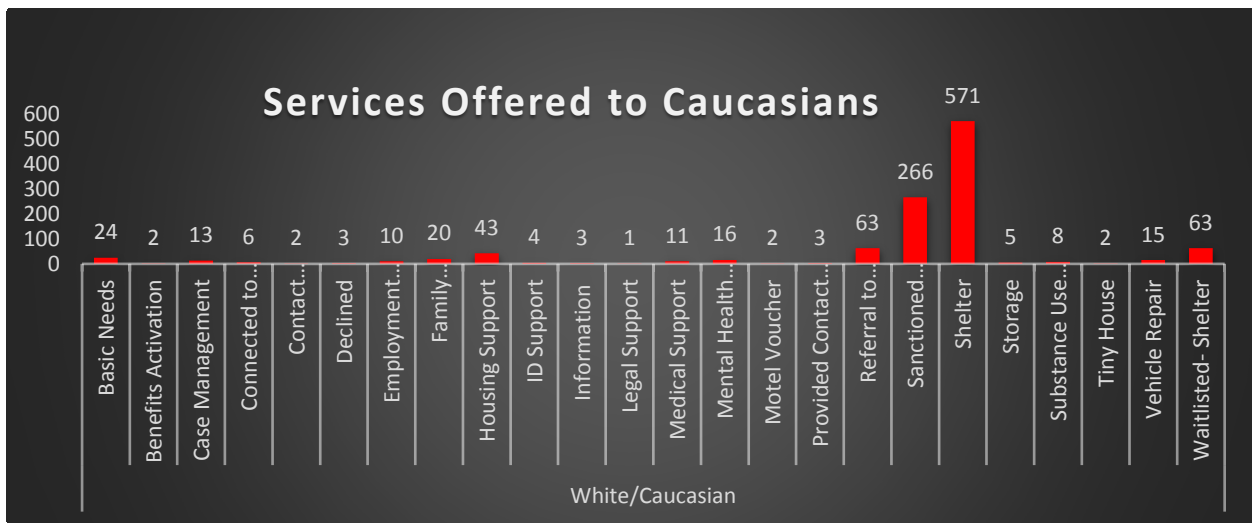
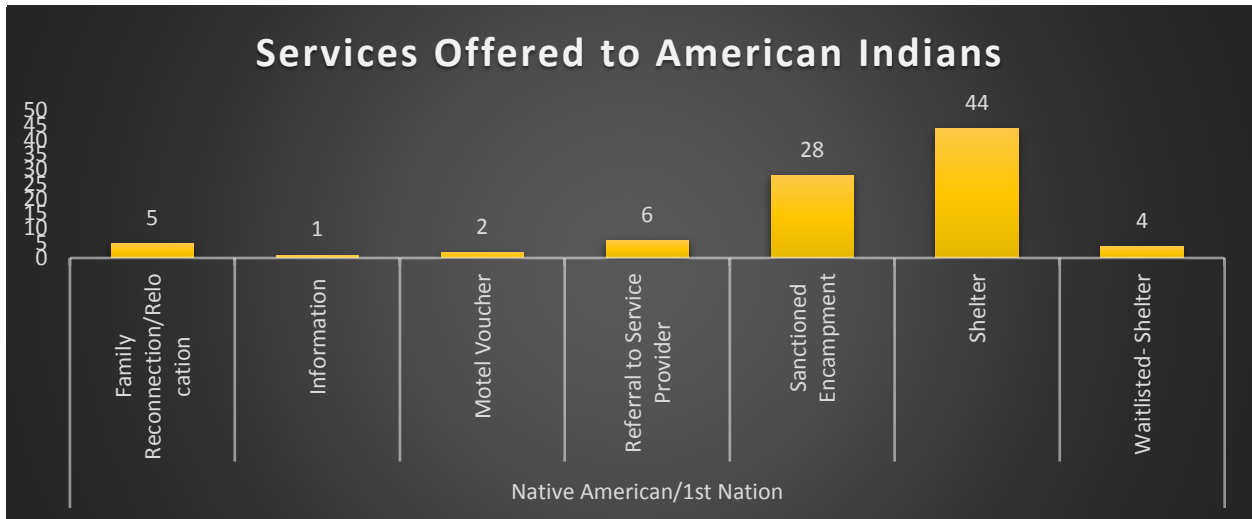




**Services Offered:**

Service Offered is the designation assigned to the first option presented by the outreach worker. The offer could potentially match the initial request of the unsheltered individual, but in cases where the request made is unavailable, the offer will differ. The most offered services offered across all races were Shelter and Sanctioned Encampment. American Indians request and are offered the fewest services of all races.

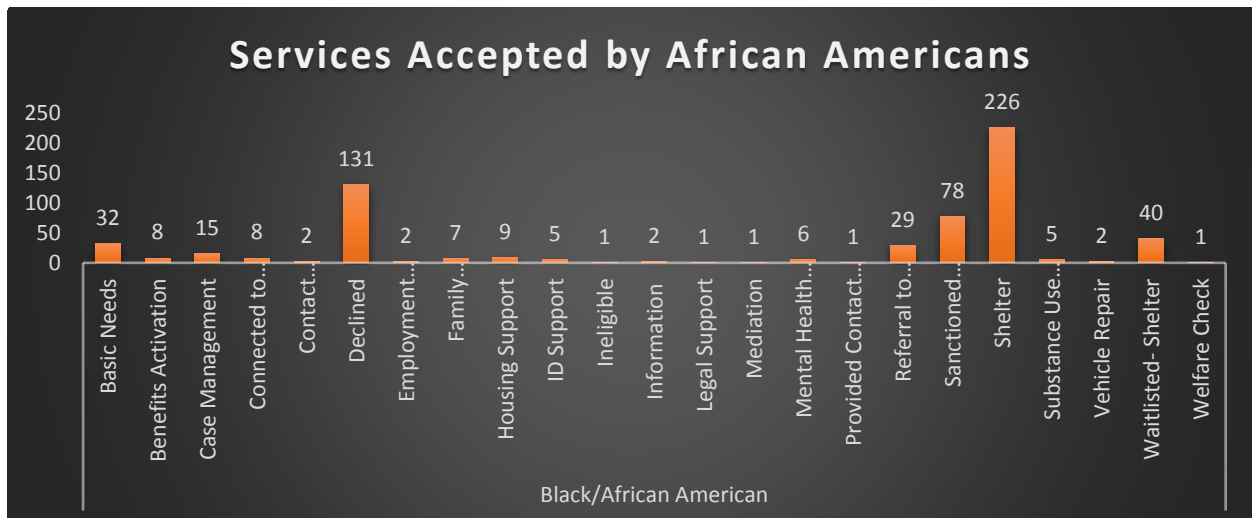
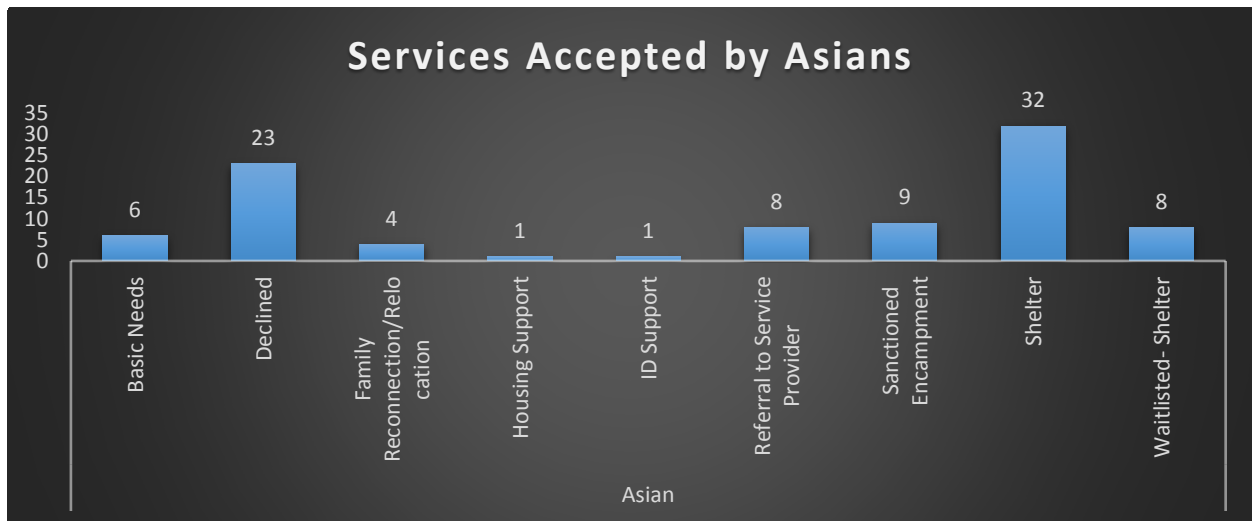


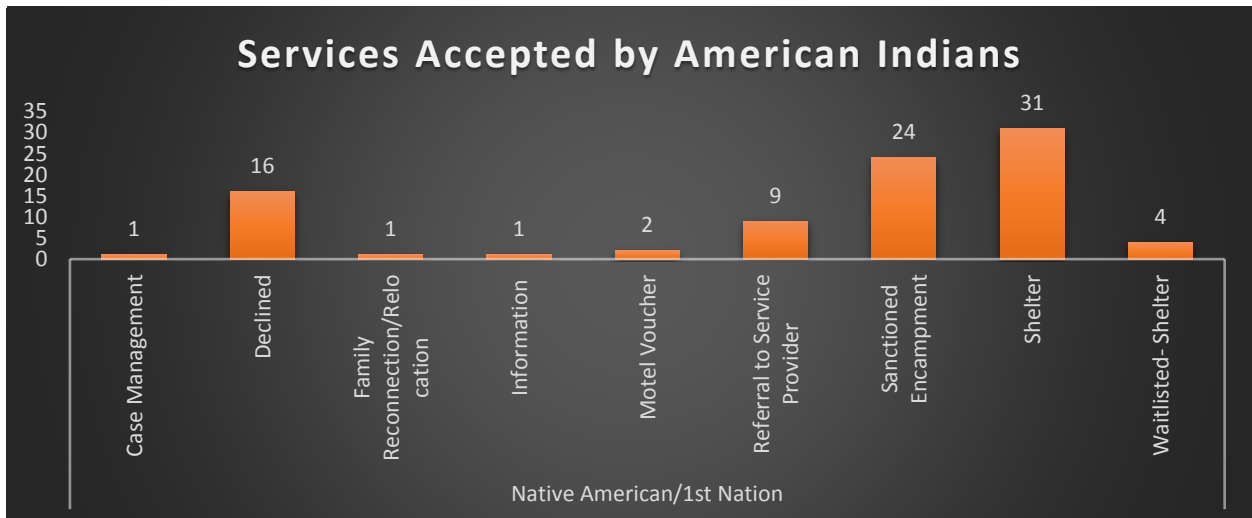
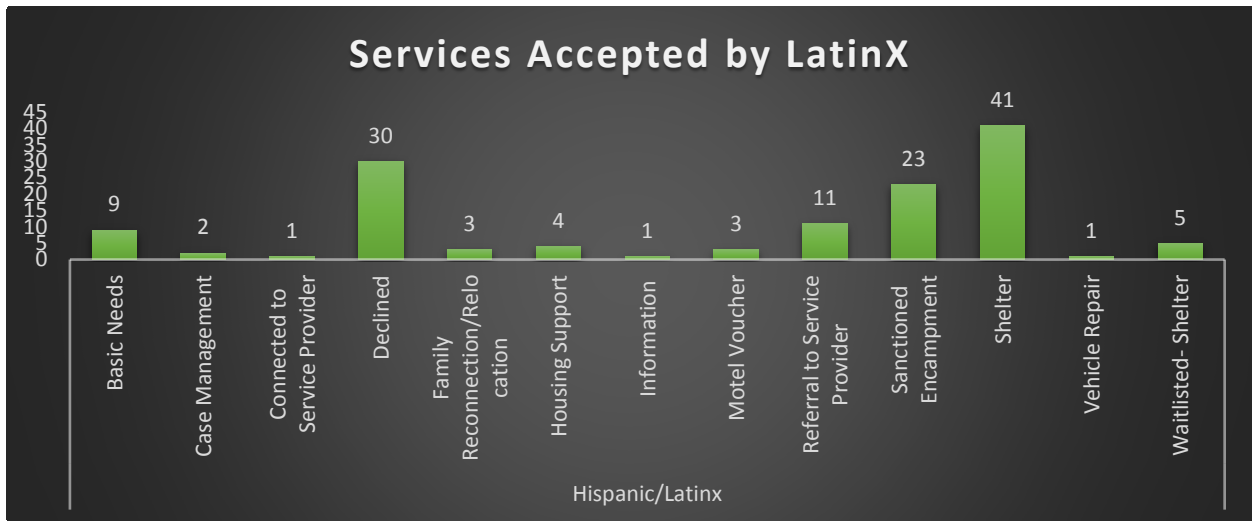
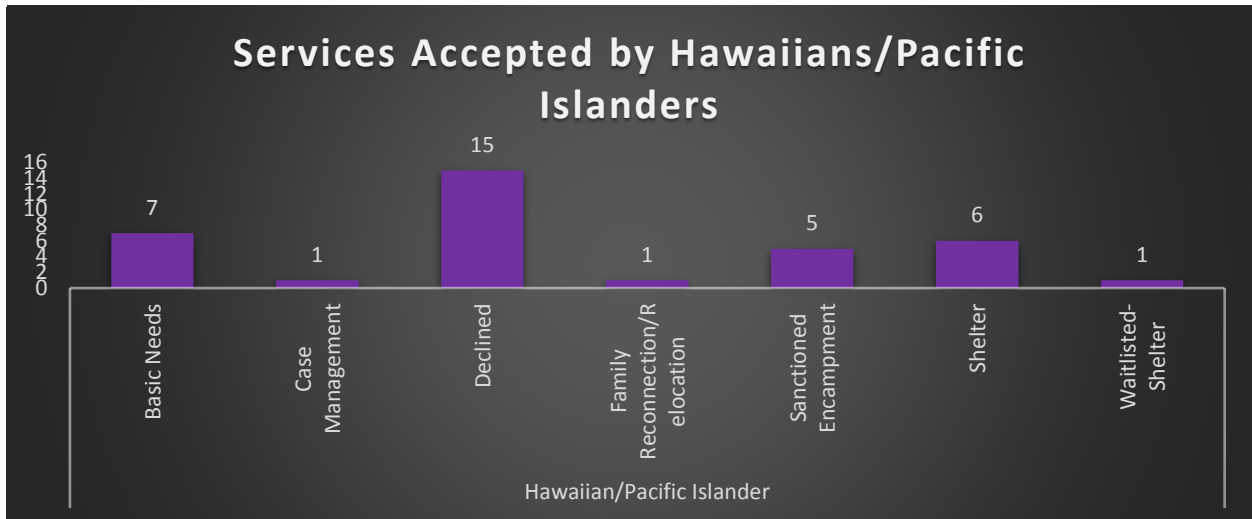


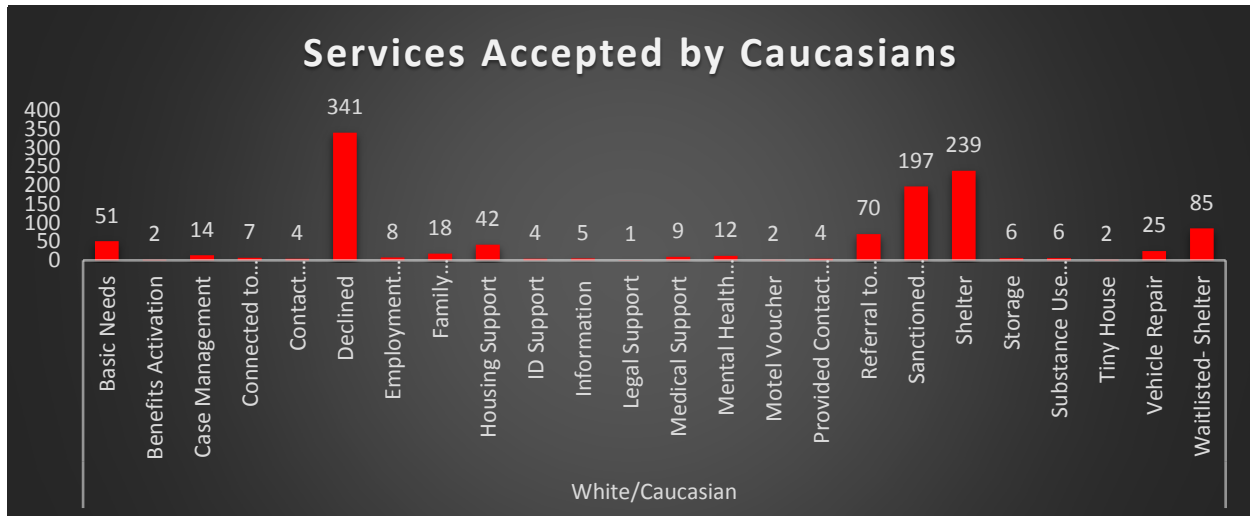


**Services Accepted:**

Service Accepted is the designation assigned to the service that was accepted by the individual upon agreement with the outreach worker. This acceptance of service is expected to result in an outcome that moves that homeless individual along the continuum toward the goal of permanently ending homelessness. Qualitatively, declines are likely attributable to the lack of services that match the client’s needs at the moment. For example, lack of vacancy at Navigation Center or Licton Springs sanctioned encampment or a service request is beyond the Navigation Team’s scope of abilities. Additionally, there is a small minority of individuals who refuse all offers of service and shelter, no matter the attractiveness of the team’s offers.







### Discussion:

Services that result in ending living outdoors are: Shelter, Sanctioned encampment, Family reconnection/Relocation, and Motel Voucher. From this preliminary analysis, it is implied that African Americans, and American Indians, the most marginalized homelessness subpopulation, are among the most likely to request services that end their living outdoors. Conversely, Caucasians are represented in the data set as declining services at a higher rate. There appear to be some implications for vehicle dwellers, as the majority of contacts to homeless people seeking vehicle repairs were made to Caucasians. The data indicates that minorities are largely more accepting to offers for alternatives to living outdoors and less likely to refuse services offered.

Further analysis will be needed to both analyze the significance of findings and for further evaluation of trends. The Seattle Office for Civil Rights (SOCR) has consented to reviewing the analysis of data to provide some commentary and feedback to further analyze the racial equity impacts of the Navigation Team's work in the year 2017. Furthermore the SOCR will continue to work with the Navigation Team in the Racial Equity Toolkit proves to address any biases, and misconceptions that may have colored the lens through which this evaluation was conducted, and provide the appropriate framework from which to continue evaluating this process.

### Resources:

- United States Census Bureau 2016 Seattle, Washington Fact Sheet
- Seattle/King County Point-In-Time Count of Persons Experiencing Homelessness 2017 report
- Multnomah County Oregon, Office of Citizen Involvement, *Global Outreach in Local Communities* (2015)
- Substance Abuse and mental Health Services, *Serving the Needs of Diverse Populations* (2016)
- Center for Policing Equity, *The Science of Justice, Race, Arrests, and Police Use of Force* (2016)