



# City of Seattle

Jenny A. Durkan, Mayor

Human Services Department

Jason Johnson, Interim Director

**Date:** January 31, 2019

**To:** City Clerk and Seattle City Council

**From:** Jason Johnson, Human Services Department

**Subject:** Council Clerk File: HSD Navigation Team Q1 Proviso Report

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Per 2019-2020 Seattle Council Green Sheet 14-95-A-4, "Impose a Proviso on Navigation Team Appropriations to HSD", this report contains the following subjects:

**1. Reporting Requirements for Every Quarter:**

- Performance Measures Reflected in the Updated Navigation Team Theory of Change

**2. Additional Requirements for the Quarter 1 Report\*:**

- Checkpoint 1.2: Organizational Staffing Assessment
- Checkpoint 3.3: Report on 2017 Measures of System Performance

*\*Note: Checkpoints 3.5 and 3.6 were submitted to the City Clerk on August 10, 2018 in HSD's Q2 Response to SLI 242-1-A-1*

Sincerely,

**Jason Johnson**

Interim Director, Human Services Department

**Cc:** Tiffany Washington, Deputy Director of Homelessness

## 1. Reporting Requirements for Every Quarter\*

- Total number of contacts made quarterly.
- Breakdown, by percentage, of services most frequently requested quarterly.
- Breakdown, by percentage, of client demographic information quarterly.
- Total number of referrals to shelter quarterly.
- Breakdown of referrals to specific shelter resources by quarter to date.
- Average shelter bed availability by quarter, broken down by type (i.e., basic shelter, tiny house village, enhanced shelter).
- Number of instances diversion strategies/resources were utilized.
- Quarterly and year-to-date total tonnage of garbage, waste, and debris removed from unmanaged encampments
- Total number of inspections conducted by quarter
- Total number of unmanaged encampments removed (broken down by 72-hour clean-up, obstruction, and hazard) by quarter.
- Analysis of emerging trends.
- Progress in developing and implementing a Racial Equity Toolkit for Navigation Team members.
- Trainings and workshops attended, or undertaken, by the Navigation Team or by individual members, upcoming opportunities for continual improvement.
- Qualitative updates on new shelter resources that have come online and/or notable trends.

*\*Note: The data in this report reflects Q4 of 2018*

Reporting Requirement	Response
Total Number of Contacts	1819 Total Contacts (Duplicated)
Breakdown, by percentage, of Services Most Frequently Requested	Data Available End of Q1 2019 <sup>1</sup>
Breakdown, by Percentage, of Client Demographic Information	Data Available End of Q1 2019 <sup>1</sup>
Total Number of Referrals to Shelter	301
Breakdown of Referrals to Specific Shelters	Basic Shelter: 89 Enhanced Shelter: 196 Tiny House Village: 16
Average Daily Shelter Bed Availability, by Type	Daily Avg Basic Shelter: 14 Daily Avg Enhanced Shelter: 6 Daily Avg Tiny House Village: 1
Number of Instances Diversion Strategies/Resources Utilized	Outreach Workers Will Complete Diversion Training on March 27-28 and are not currently documenting diversion services in HMIS. This data will be available beginning in Q2 2019
Tonnage of Garbage, Waste, and Debris Removed from Unmanaged Encampments (Quarterly and YTD)	319.9 Tons (Q4 2018) 1188.76 Tons (YTD)
Total Number of Inspections Conducted	240
Total Number of Unmanaged Encampments Removed, by 72-hr Cleanup, Obstruction, and Hazard	Obstruction: 71 72-Hour Cleanup: 28 Hazard: 10

<sup>1</sup> Duplicated contacts and overall referrals into shelter are easily maintained and updated on a regular basis. More client-level specific information about demographics and requested services are currently being manually consolidated across numerous platforms and input into a single tracking system. This will be completed by end of Q1 2019. Moving forward, the Nav App is undergoing changes to capture these pieces of information in a streamlined and standardized way in one central platform.

### Analysis of Emerging Trends

1. People are being placed into their preferred living arrangements, which are enhanced shelters and tiny villages over basic mat-on-floor shelters. Analysis of Q4 2018 referral data indicates that 70% of referrals were made to enhanced shelters or tiny house villages, which provide extended hours and/or more on-site supportive services than basic shelters<sup>2</sup>.

2. Increased number of shelters reporting vacancies daily to the Navigation Team increased from 18 to 22 from Q3 to Q4 2018. This enhanced communication across system partners has allowed the team to better match individuals they engage with available shelter beds.

<sup>2</sup> General referral numbers are tracked daily, but client-level information related to those referrals are consolidated across three platforms and manually entered into one tracking system. This is currently underway and should be completed by Q1 2019.

**Progress in Developing a Racial Equity Toolkit**

The Navigation Team is in the final stages of completing a Racial Equity Toolkit (RET). The anticipated completion date is April 30, 2019. Draft outcomes and measures have been proposed by the RET team, which consists of representatives from HSD, the Seattle Police Department, outreach providers and the Seattle Office for Civil Rights. These outcomes will be reviewed and revised during engagement with community stakeholders in early 2019. Final outcomes will be used to support the team’s continuous improvement process and result in measurable equity outcomes for the team’s performance. More information about the Racial Equity Toolkit appears in *Attachment 1: Supplemental Information Informing Checkpoint 1.2*.

**Trainings and Workshops Attended by Navigation Team Members in Q4 2018**

<b>Training Topic</b>	<b># of Hours</b>	<b># Team Members Completed</b>
Undoing Institutional Racism	16	14
First Aid CPR	8	4
First Aid CPR Refresher	4	1
Active Threat Response/De-escalation	8	11
Crisis Intervention	2	4
Resilience	6	4
Social Media Awareness	1	1
Patrol Rifle	8	3
Sergeant Skills	8	3
Less-Lethal Defensive Tactics	3	1
Access/WACIC Recertification	4.5	1
Taser Recertification	14	1

The People’s Institute’s *Undoing Intuitional Racism* workshop is a 16-hour intensive training designed to educate, challenge, and empower people to address the racist structures that hinder effective institutional and social change. This training will enhance the team’s ability to incorporate racial equity outcomes into its design and day-to-day operations.

**Upcoming Opportunities for Staff Development and Continual Improvement**

The Navigation Team has additional trainings scheduled for 2019 including a facilitated training on racial equity with the focus on “Equity in Client Engagement.” The lead facilitator, Keonna Jackson, is a national thought leader on equity. The team will also complete a full-day training on the intervention called diversion, facilitated by our partners at King County by the end of the first quarter of 2019. This team will also have the opportunity to receive additional training as part of the department’s Outreach Continuum workgroup in data collection, analysis of power, and consumer engagement.

**Qualitative Updates on New Shelter Resources**

As part of the Mayor’s Path to 500 initiative that Council funded, 247 new shelter beds/units came online during Q4 of 2018 (see table, below). This system-wide increase in shelter beds created more referral opportunities for the Navigation Team through end of December.

**New Shelter Resources: Q4 2018**

<b>Agency Name</b>	<b>Program Name</b>	<b># of New Beds</b>	<b>Type of Beds</b>	<b>Date Beds Came Online</b>
<b>Catholic Community Services</b>	The Bridge Shelter	75 (25 set aside for Nav Team referrals)	Single Adults, Couple and Pets OK, 24 hours, Enhanced	October 2018
<b>LIHI</b>	Lake Union Village	22 Units	Tiny Homes, Couple and Pets OK	October 2018
<b>Virginia Mason</b>	Bailey Boushay	50	Single Adults, Pets OK, 24 hours, Enhanced	November 2018
<b>Salvation Army</b>	Harborview Hall*	100	Single Adults	December 2018

*\* Program funded by King County*

## 2. Additional Requirements for the Quarter 1 Report

By January 31, 2019, the Executive shall provide a written report to the Council on the checkpoints that remain unaddressed/ unreported which include:

- Checkpoint 1.2: Organizational Staffing Assessment
- Checkpoint 3.3: Report on 2017 Measures of System Performance
- Checkpoint 3.5: Develop a plan for strengthening the evaluation of the Navigation Team\*
- Checkpoint 3.6: Plan for unsheltered individuals to be meaningfully involved in Navigation Team evaluation\*

*\*Note: Checkpoints 3.5 and 3.6 were submitted to the Auditor on August 10, 2018 in HSD's Q2 Response to SLI 242-1-A-1. The information included here is summary. For full information, please see the previous report.*

### Checkpoint 1.2: Organizational Staffing Assessment

**City Auditor Description of 1.2:** *This staffing assessment for the Navigation Team should address questions including: What is the right size and right mix of police, outreach, other (e.g., paramedics, behavioral health specialists)? What are the costs of various options?*

**Response:** An assessment of the staffing composition of the Navigation Team must consider the team's mission, the various roles of the team members, the steps and procedures for team operations and the greater context of the City's overall approach to outreach to unsheltered populations. The recent transfer of management of the Navigation Team to the Human Services Department (HSD) offers the potential for streamlined partnership and integration with other HSD outreach providers, which will also need to be considered.

Additionally, any assessment of the Navigation Team's composition should be an inclusive process that is undertaken with a racial equity lens. This work is happening now in the form of a Racial Equity Toolkit and the department's preliminary stakeholder engagement work with impacted constituencies including the local business community and people currently living unhoused. Whereas, the business community has indicated a need for further investments in law enforcement and operations staff, homeless individuals continue to advocate for services attentive to their diverse needs, a workforce that is culturally, ethnically representative, and skilled on helping them navigate their personal and systemic challenges.

A preliminary analysis informed by two years of data collection, informal community engagement and stakeholder engagement provided the following insights:

1. Additional competencies need to be added to the team:
  - a. Individuals living with chronic behavioral health challenges' needs are frequently unmet, and
  - b. The team as currently configured does not have a licensed or credentialed mental health or Substance Use Disorder professional. As Seattle City Council added resources for this in the 2019-2020 budget, this will be incorporated into the team during 2019.
2. The role of law enforcement is received in various ways:
  - a. The role of law enforcement is reported to generally not be understood,
  - b. People with lived experience express concerns about the viability of police as outreach workers,
  - c. Housed stakeholders are generally supportive of the Navigation Team's composition, including police, and
  - d. Of the individuals who had been engaged by police who were interviewed, there were no reports of negative interactions with police.
3. Responsibilities and reporting are hampered because increased coordination of data is needed. In Q4, data continued to be collected over 3 platforms. This created a time-intensive process of consolidating

data into one platform. In collaboration with HSD's Data, Performance, and Evaluation Team, the Navigation Team will move to have this data collected in one database in Q2 of 2019.

For additional background information on the Navigation Team's mission, team roles and tasks, size and composition of the team, and progress on the Racial Equity Toolkit see *Attachment 1: Supplemental Information Informing Checkpoint 1.2*.

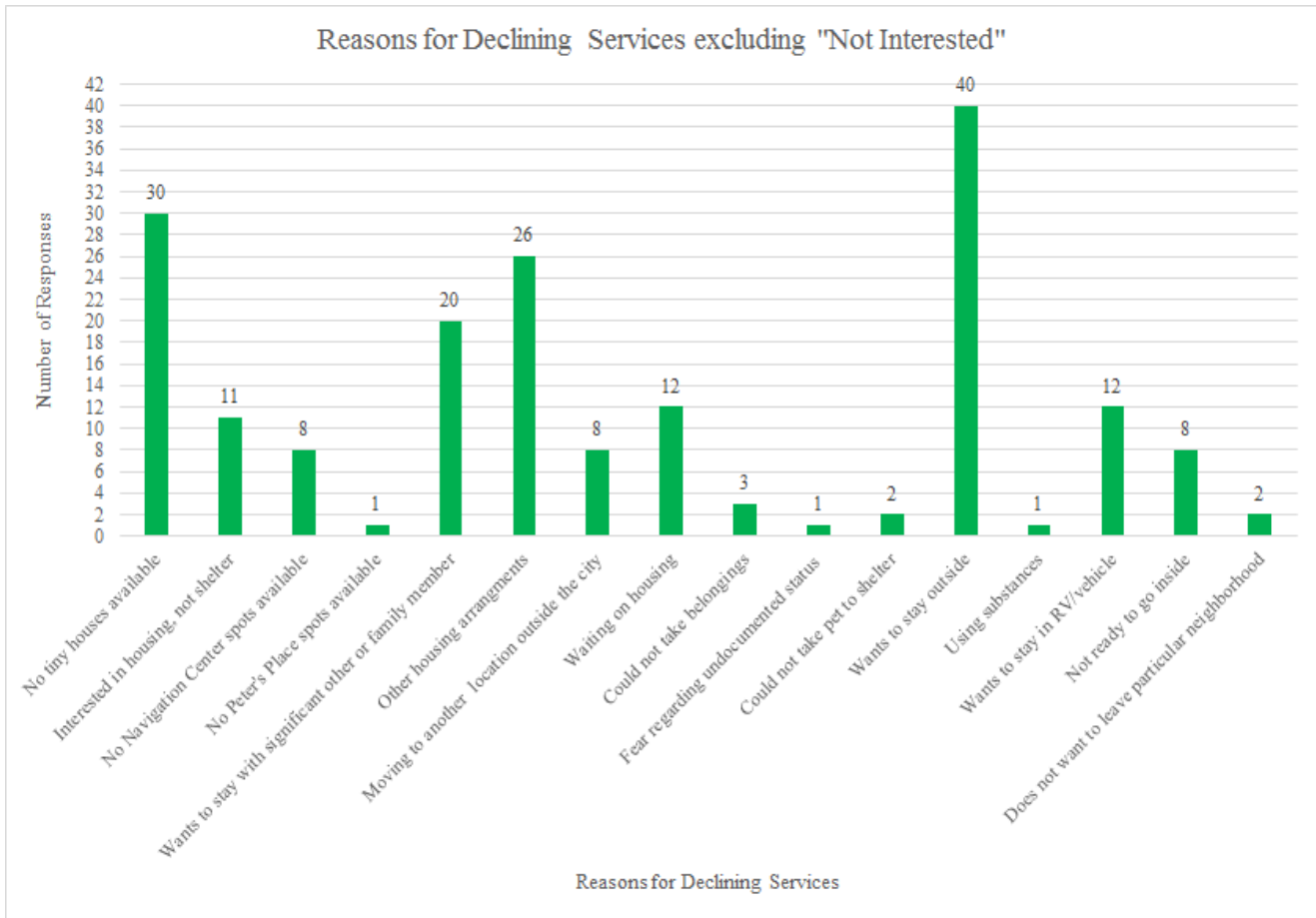
### **Checkpoint 3.3: Report on 2017 Measures of System Performance**

**City Auditor Description of 3.3:** *Identify and report on additional measures not currently defined in the Theory of Change that reflect overall system performance for the Navigation Team, including: percent of unsheltered individuals not approached by outreach, reasons for lack of placement in alternative living situations, rate of compliance with MDARs.*

**Response:** *Percent of Unsheltered Individuals Not Approached by Outreach:* The Navigation Team was not designed to provide outreach to all individuals living unsheltered. The Navigation Team is part of the continuum of outreach services that exist in Seattle and have a specific focus population of individuals living in unsanctioned encampments.

HSD's Homeless Strategy & Investment Division convenes the Outreach Continuum workgroup comprised of all outreach providers. This group will meet over the course of 2019 to focus on five specific topic areas: Racial Equity, Operations: Collaboration & Coordination, Consumer Engagement, Housing Continuum and Navigation Team. The group held a retreat in January 2019 to identify deliverables the group will work on including a theory of change, an outreach manual, and evaluation of the Navigation Team, increased understanding of roles, culture shift manifested in ideology and operations, a mid-year report (August) and final report in December.

*Reasons for lack of placement in alternative living situations:* Of 1,053 Navigation engagements that ended with the individual declining services in 2017, only 413 engagements include comment data explaining why the individual declined. A qualitative analysis of the comments indicated that "not being interested in services" (n = 228) was by far the most common response. The chart below outlines the other reasons regularly given for refusing services.



*Rate of compliance with MDARs:*

**MDAR Rule 4.0: Removing Obstructions and Immediate Hazard Encampments**

The Navigation Team utilizes the obstruction removal protocols to ensure public spaces, such as sidewalks, public rights-of-way, streets, and parks remain safely assessable and safe for all members of the public to utilize. The obstruction protocols were designed to allow the team to ensure this critical public safety concern is met and has been utilized to ensure safe access. Obstructions and hazards ( $n = 51$ ) represented 26% of all encampment removals in 2017 ( $N = 194$ ).

**MDAR Rule 5.1: Prioritizing Encampments for Removal**

HSD's Data, Performance, and Evaluation team found removal sites were prioritized base on MDAR criteria. The team also identified that data was limited on how prioritization criteria is utilized and whether a data driven hierarchy is used consistently. With the addition of two DPE system analysts late in 2018 who are tasked with working with the data processes of the Navigation Team, DPE has begun to map the current state of Navigation Team processes for identifying and prioritizing encampments. Subsequently, DPE and Navigation Team members will revisit and clarify Navigation Team identification and prioritization processes.

**MDAR Rule 6.0: Removal and Notice Requirements**

Analysis into posting compliance indicated that 5 days was the median notice of an encampment clean (minimum requirement is 3 days).



### **MDAR Rule 7.0: Identifying and Providing Alternative Shelter Before Removing Non-Obstructive Encampments**

Analysis into the provision of alternative shelter indicated there were 675 referrals to safe alternative locations and that 72% of those referrals were to 24/7 shelter options, which were the most requested option. The Navigation Team refers unsheltered individuals into shelter Mondays through Thursdays each week (excluding holidays) and uses a daily shelter bed list that is maintained, updated, and disseminated to the outreach team by HSD each day.

### **MDAR Rule 8.0: Outreach for Encampment Removals**

Examination of the data provided by outreach providers (REACH, SPD, outreach coordinator, and partner agencies) specified that there were 7,342 engagements with 1,829 unique individuals. Further, investigation of the Navigation Team Site Journals indicated that outreach visited every site at least once between the time that the notice of removal was posted and the scheduled the encampment clean since February 2017.

### **MDAR Rules 9.0 Encampment Site Cleanup; 11.0 Storage of Personal Property Removed from an Encampment, and 12.0: Recovering Stored Personal Property**

Reporting for February 2018 stated that the Navigation Team stored 865 bins, bikes, and large items and that 41 people recovered their items from February 22, 2017 to December 31, 2017. Further, investigation of the Navigation Team Site Journals indicated clear reporting of the reasoning behind if and why an item or dwelling was discarded. Further analysis was difficult as this is subject to the availability of administrative staff. Current staffing capacity allows for the completion of journals and the ability to track and return inventoried items. The data set is available but will take time to input and update.

### **MDAR Rule 10.0: Post-Encampment Removal Notice**

Investigation of the Navigation Team Site Journals indicated that all cleaned sites had posted removal notices. Further, examination of the Navigation Team internal reporting indicated that the information was updated in the Seattle Encampment Response Information System (SERIS) and in an external tracking document.

### **MDAR Rule 13.0: Encampment Removal from an Emphasis Area**

A review of the Navigation Team procedures indicated that there is limited data on the specifics of Emphasis Area encampment removals. The February 2018 report does indicate, however, that there were eight defined emphasis areas (out of an allowed 10). Emphasis Areas were rarely completely clear of encampments, and that signage was difficult to maintain. Further, there was obstruction enforcement of most accessible areas and a 72-hour cleanup strategy for enforcement in less accessible areas.

### **Conclusion**

As detailed above, there are several ways that the Navigation Team's engagements and outcomes have been tracked to date. Moving forward, however, there are elements of data still needed for a more complete picture of Navigation Team activities. HSD's Data Performance and Evaluation team is currently updating data processes and collection to include a significant update to the Nav App that will assist in tracking performance measures outlined in the Theory of Change, such as encampment site information, daily shelter vacancies, and referral information, length of time homeless, and reasons for shelter decline. The implementation of new ways to integrate and connect multiple data systems will lend clarity of Navigation Team activities, such as improved data driven decisions and processes, and streamline accurate outcome reporting and effectiveness in a consistent manner.

## Attachment 1: Supplemental Information Informing Checkpoint 1.2

### The Navigation Team’s Dual Mission

The Navigation Team is meant to accomplish a dual mission: to constructively engage people living outdoors in unauthorized encampments on public property and to mitigate negative community impacts by removing such encampments as needed. In so doing, the team has four major responsibilities:

1. Engage unsheltered people, conduct needs assessments and make the appropriate referrals to alternative shelter and offer other services.
2. Gather data about conditions at unauthorized encampments and in those circumstances when unsheltered people are asked to vacate a site, assist with the storage of personal property as is requested and/or practicable.
3. Remove waste and debris from sites after encampments have been removed.
4. Enforce lawful orders to vacate an unauthorized encampment site.

Over the course of each full Navigation Team operation, the specific operational steps required to meet the goals described above are accomplished by different members of the team at different times.

### Navigation Team Roles

The table below describes selected Navigation Team frontline operational roles.

Role	Key Tasks
Field Coordinator	<p>Manages all logistics associated with overall assessment and remediation of unauthorized encampments, including:</p> <ul style="list-style-type: none"> <li>▪ Assess service requests related to unauthorized camping that are received from community members or City agencies to prioritize site inspections.</li> <li>▪ Inspect potentially problematic sites of unauthorized camping for the purpose of determining whether removal is necessary, establishing priority, estimating the number of shelter spaces that may be required to accommodate displaced encampment residents, and assessing the logistical steps that will be required to store personal property and remove waste and debris.</li> <li>▪ Post notices at sites where an encampment is to be removed.</li> <li>▪ Coordinate logistics and staging of resources and equipment during an encampment removal.</li> <li>▪ Inspect, collect, and store appropriate personal property of encampment residents that is either abandoned or the subject of a request for storage.</li> <li>▪ Oversee the removal of waste and debris.</li> </ul>
Outreach Specialist	<ul style="list-style-type: none"> <li>▪ Engage unsheltered people and conduct assessments to understand their condition and the response necessary to move them toward housing and improved medical, social, and cognitive functioning.</li> <li>▪ Make referrals to partners within the service providing community, including medical and behavioral health services.</li> <li>▪ Determine clients’ best options for shelter or other services and make referrals as appropriate.</li> </ul>

	<ul style="list-style-type: none"> <li>▪ Collaborate to coordinate care, including attending provider convenings as necessary.</li> </ul>
Operations Manager	<ul style="list-style-type: none"> <li>▪ Assesses service requests.</li> <li>▪ Prepares work schedules.</li> <li>▪ Makes staff assignments.</li> <li>▪ Coordinates resources with other agencies and contractors.</li> <li>▪ Collaborates with public property owners on management plans.</li> </ul>
Police Officer	<ul style="list-style-type: none"> <li>▪ Proactively assess or respond to any community concerns (including campers) related to public safety.</li> <li>▪ Provide support, to include setting up perimeter to ensure public safety during encampment cleanup operations.</li> <li>▪ Enforce legal orders to vacate public property during encampment removals.</li> <li>▪ Provide auxiliary site assessment and share information with Field Coordinators for follow up.</li> <li>▪ Refer campers to shelter through Outreach Specialists and outside partners.</li> <li>▪ Make referrals to service providers, including medical and behavioral health services (some of which are only available to officers).</li> </ul>
Cleanup Staff	<ul style="list-style-type: none"> <li>▪ Collect waste and debris.</li> <li>▪ Operate heavy equipment as needed.</li> <li>▪ Pressure wash or otherwise clean sites.</li> </ul>

### Navigation Team Operations

As part of an assessment of the composition of the team, it is important to consider the general operational steps the various Navigation Team members follow during engagement with an encampment.

Operational Step	Description	Led By
Service Request	Alert the Navigation Team to a potentially hazardous encampment site on public property.	Member of the public or other agency.
Site Inspection	Conduct an on-site inspection of an encampment, noting any hazards, estimating the number of residents (if any), and quantifying accumulations of trash or hazardous materials.	Field Coordinator
Prioritization	Assign a priority to a service request depending on the description of the conditions at the encampment site. Factors to be considered include hazards such as proximity to vehicles or steep slopes, criminal activity, quantities of garbage, waste or waste, other health hazards, lack of access for emergency services, imminent work planned at the site, environmental damage, and the proximity to special facilities including schools or programs for the elderly.	Operations Manager, in consultation with Field Coordinators

Scheduling	Based on priority, the availability of shelter, and the availability of resources, determine a timeline for removing an encampment.	Operations Manager
Proactive Outreach	Once an encampment site has been inspected and is determined to be a likely candidate for removal or has been scheduled for cleanup (or would otherwise benefit from outreach), engage residents with offers of shelter or other services.	Outreach Specialists
Posting	At least 72 hours in advance, post notices advising residents of the specific date and time of the cleanup.	Field Coordinator
Outreach during 72-hour notice period	Engage encampment residents within the 72-hours prior to clean to make offers of shelter and/or other services.	Outreach Specialists
Cleanup	<ul style="list-style-type: none"> <li>▪ Engage encampment residents and advise that the area must be vacated, and material will be removed.</li> <li>▪ Offer assistance with packing personal property.</li> <li>▪ Make final offers of alternative shelter and other services.</li> <li>▪ Transport individuals to shelter</li> <li>▪ Collect and store personal property.</li> <li>▪ Remove waste and debris.</li> </ul>	Field Coordinator leads with support from Outreach Specialists, Police Officers and Cleanup Staff

In review of the steps above, it is important to note that all team roles typically are present together only during the actual event of an encampment cleanup. During other portions of the work, outreach specialists, police officers and field coordinators generally do not engage encampment residents at the same time. For example, outreach specialists often contact encampment residents multiple times prior to a cleanup.

**Size of the Team**

In recent months, the City of Seattle has received more than 400 service requests from the public per week about the community impacts related to unauthorized encampments. It is difficult to quantify the number of unsanctioned encampments, but the team estimates between 300 and 400 exist at any single time. The most recent point-in-time count of Seattle’s homeless population identified more than 4,000 people living unsheltered. In twenty months of operation through October 31, 2018, the Navigation Team was able to engage 337 encampments and make contact (typically multiple times) with 1,743 individuals. Given the size of the unsheltered population and the estimated number of encampments, a larger overall Navigation Team could contact individuals that the existing team is not currently reaching. However, HSD has not yet assembled a comprehensive data set that could support analysis about whether those individuals not being reached by the Navigation Team are being served by other City outreach providers. In addition, because a primary goal of the Navigation Team outreach is to make referrals to shelter, sufficient shelter capacity should be in place to enable any additional outreach resources to be effective.

### Composition of the Team

As outlined above, the Navigation Team serves all members of the community through a dual mission to assist unsheltered people living in hazardous conditions and to mitigate the negative impacts that unauthorized encampments can have in public spaces and adjacent neighborhoods. The various team roles described above address different components of the mission; the optimal mix of roles would be driven by the City’s performance objectives, lived experiences of the homeless individuals engaged by the Navigation Team and the location and circumstances of unauthorized encampments at any given time. The relationship between Navigation Team roles deployed in the field, associated core responsibilities and factors to be considered are mapped in the table below.

Role	Key Responsibility	Consideration Factors
Outreach Specialists	Engage unsheltered people, conduct needs assessments and offer alternative shelter and/or other services.	<ul style="list-style-type: none"> <li>▪ Should be scaled to the unsheltered population.</li> <li>▪ Should be scaled to the amount of available shelter capacity.</li> <li>▪ Should be scaled to provide services that would complement, rather than be redundant to, those provided by other City outreach providers.</li> <li>▪ Should be the right mix of competencies to support the diverse and multicultural needs of the population being served.</li> <li>▪ Should be trained and equipped to work with a diverse and multicultural population that has been historically marginalized.</li> <li>▪ Should be racially, ethnically and culturally representative of the individuals being served.</li> </ul>
Field Coordinators	Gather data about conditions at unauthorized encampments. In those circumstances when unsheltered people are asked to vacate a site, assist with the storage of personal property as is requested and/or practicable.	<ul style="list-style-type: none"> <li>▪ Should be scaled to the number of total encampments requiring inspection and the number of hazardous encampments requiring removal.</li> <li>▪ Should be scaled to provide sufficient care of the amount of personal property being collected and stored.</li> <li>▪ Should be racially, ethnically and culturally representative of the individuals being served.</li> </ul>
Cleanup Staff	Dispose of waste and debris from sites after encampments have been removed.	<ul style="list-style-type: none"> <li>▪ Should be scaled to the amount of waste and debris associated with unauthorized encampments.</li> <li>▪ Should be scaled to adequately manage the occupational safety</li> </ul>

		aspects of encampment removal jobsites.
Police Officers	Enforce lawful orders to vacate an authorized encampment site.	<ul style="list-style-type: none"> <li>▪ Should be scaled to the number and size of encampments requiring removal.</li> <li>▪ Should be scaled to the number of encampments where outreach and inspections are required and there are public safety concerns.</li> <li>▪ Should be scaled to match the number of outreach workers.</li> <li>▪ Should be trained and equipped to work with a diverse and multicultural population that has been historically marginalized.</li> <li>▪ Should be racially, ethnically and culturally representative of the individuals being served.</li> </ul>

**Other Potential Roles**

On a referral basis, the Navigation Team has access to specialists who can assist clients with medical, mental health and chemical dependency issues. The team currently has collected data on frequency with which such resources are applied.

Below is a breakdown of behavioral and/or medical health services that were observed and delivered in the field:

2017:

- 16 individuals requested services for medical support
- 12 individuals requested services for mental health support
- 38 individuals requested services for substance use recovery support
  
- 20 individuals were offered services for medical support
- 29 individuals were offered services for mental health support
- 19 individuals were offered services for substance use recovery support
  
- 14 people accepted services for medical support
- 21 people accepted services for mental health support
- 16 people accepted services for substance use recovery support.

In addition, the data indicates that mental health appears to be observed or assessed at a higher rate than which it is self-reported among contacts, further indicating the need for increased mental health staff. In addition, the fact that fewer individuals accept mental health services than are assessed as needing support, could indicate that they remain homeless or without services, indicating for a more consistent presence of licensed and credentialed mental health staff as part of the team.

The adopted 2019 budget includes resources to add a contracted mental health professional to the team. A plan for deployment of new resources and collection of associated metrics will be developed during the first quarter of 2019.

**Team Operations and Equity**

The Navigation Team is in the final stages of completing a Racial Equity Toolkit (RET). The anticipated completion date is April 30, 2019. Draft outcomes and measures have been proposed by the RET team, which consists of representatives from HSD, the Seattle Police Department, outreach providers and the Seattle Office for Civil Rights. These outcomes will be reviewed and revised during engagement with community stakeholders in early 2019. Final outcomes will be used to support the team’s continuous improvement process and result in measurable equity outcomes for the team’s performance.

Draft Outcomes	Draft Measures
A team that understands and embodies the principals of racial equity	Client satisfaction feedback gathered infield and anonymously.  Team that includes people with lived experience and who are representative of those being impacted
A team that orients its performance to the community it serves.	Performance data describing whether the team is engaging underserved and vulnerable populations equitably in terms of demographics and geography.
Team composition that is aligned with the RSJ mission of the City of Seattle.	People of color participate in hiring panels and other selection processes during team recruiting.
A team that is focused on a population with whom it can be most effective.	Rate of acceptance of offers of shelter and services.
A team in which there is an appropriate police role in encampment cleanup.	<ul style="list-style-type: none"> <li>▪ Client feedback gathered infield and anonymously.</li> <li>▪ Rates of officer engagement with encampment residents during cleanups.</li> </ul>
A team that is culturally competent.	Every team member receives cultural competency training annually.
Services delivered in a racially equitable manner.	Equitable placement of clients, including immigrants and refugees.
The team uses equitable processes for the collection, storage, and retrieval of encampment residents’ personal property.	<ul style="list-style-type: none"> <li>▪ Cultural competency training for field coordinators include steps related to property collection, storage, and delivery.</li> <li>▪ Demographically proportional rates of property retrieval.</li> </ul>

The RET process will engage a broad group of stakeholders including:

- Unhoused individuals, including those needs associated with health, mental health, chemical dependency, and criminal justice system issues.
- City department staff, including SPD, HSD and the Department of Parks and Recreation
- Outreach providers
- Mental health professionals
- Neighborhoods groups
- Businesses representatives
- Organizations that are impacted by the team's work, such as: Evergreen, Downtown Emergency Service Center, Mary's Place, Urban League, YouthCare, Seattle Indian Center, Seattle Indian Health Board, New Horizons, Chief Seattle Club, etc.
- Activist community
- Faith-based organizations