



October 21, 2016

Seattle City Council
600 4th Ave, 2nd Floor
Seattle, WA 98124

Dear Councilmembers,

Today I am transmitting to you *Bridging the Gap to Pathways Home*, my Interim Action Plan to better address the immediate needs of people who are living unsheltered in our community. As we all know, the City's response to unsanctioned encampments on public property needs improvement. After months of deliberation on multiple versions of legislation, many stakeholders engaging in public testimony and thousands of e-mails to City elected officials, it is clear that the people of Seattle are asking for a better path forward.

My Interim Action Plan is informed by the principles laid out by the Task Force on Unsanctioned Encampment Cleanup Protocols. The Plan recognizes that we as a City should not displace encampments that do not pose an imminent health or safety risk or do not unlawfully obstruct a public use unless outreach workers are able to offer individuals living there a safer alternative place to live.

Six weeks ago, I released the *Pathways Home* initiative, detailing my commitment to transforming the way the City invests in programs to address homelessness. *Pathways Home* embodies the principles of good governance – measuring outcomes, making data-driven decisions, investing in best practices and getting results for people experiencing homelessness. More importantly, it embraces the principles of "Housing First," a strategy that puts the needs of people at the center of our system, and focuses all our resources toward moving people into permanent housing.

Since the release of *Pathways Home*, I have restated my commitment by releasing a budget that invests an additional \$12 million to implement the essential elements of this plan. This includes increasing investments in diversion, rapid re-housing, service enhanced 24-hour shelter models such as the Navigation Center and the infrastructure necessary for an effective coordinated entry process, as well as competitive, performance-based contracting. This is happening while we continue to maintain the current capacity of all existing services.

While we need to act with urgency to create change, the process of system transformation is complicated and complex. Implementing these changes will require thoughtful engagement

with providers, other funders, neighborhoods and most importantly those directly impacted by our homeless system. We know the nearly 3,000 people living unsheltered in Seattle face challenges *today*, especially with colder and wetter weather on the way. That is why I am committed to moving forward with *Bridging the Gap to Pathways Home* so that we can immediately begin to better meet the needs of people who are living outside.

The commitments I am making in this Interim Action Plan are not contrary to those laid out in *Pathways Home*. Rather, they are measures enacted to ensure the safety and well-being of people experiencing homelessness and the surrounding community while we engage in the essential work of developing a more effective homeless response system. We must engage in both of these critical sets of work simultaneously to best address both the immediate crisis and the long-term needs of people experiencing homelessness in our city.

Sincerely,

A handwritten signature in blue ink, reading "Edward B. Murray". The signature is fluid and cursive, with the first name "Edward" being the most prominent.

Edward B. Murray
Mayor

Bridging the Gap to *Pathways Home*

Mayor Murray's Interim Action Plan

The City's *Pathways Home* plan lays out our commitment to changing the way the City invests in programs to address homelessness to better address the needs of people experiencing homelessness and to achieve better results for them. While we are acting with urgency to create this change, the process of system transformation is complicated and takes time. People living unsheltered on our streets cannot wait to see the results of these changes, especially with colder and wetter weather on the way. The following Interim Action Plan is designed to help better address the immediate needs of people living unsheltered in our community. Mayor Murray's Interim Action Plan is informed by the principles laid out by the Task Force on Unsanctioned Encampment Protocols (included in Appendix A) and recognizes that we as a City should not displace encampments that do not pose an imminent health or safety risk or do not unlawfully obstruct a public use unless we are able to offer those living there a safer alternative place to live.

The action steps that follow include:

1. New safer alternative spaces to live including new authorized encampments and indoor shelter
2. Expanded outreach capabilities
3. More compassionate clean-up protocols for unauthorized encampments
4. Improved trash and needle pick-up

The Mayor's 2017-2018 Proposed Budget includes over \$14 million dollars for homelessness response, including investments that will help to create capacity to house the families living unsheltered on the waitlist for homelessness services; continuing and increasing investments in best practices; maintaining stability in shelter and encampments as system transformation changes are made.

In alignment with Task Force recommendations, the Interim Action Plan proposes \$7,684,354 in spending to improve coordination and outreach; increase safe sleeping locations, shelter and housing options; address public health and safety issues and the storage and delivery of belongings. The Mayor's 2017-2018 Proposed Budget includes \$7,259,354 to cover these costs, including the \$2.8 million set aside to implement the recommendations of the Unsanctioned Encampments Cleanup Protocols Task Force. To fully fund the Mayor's Interim Action Plan, an additional \$425,000 in new funding needs to be identified.

Safer Alternative Spaces to Live

Currently, there is insufficient supply of low-barrier shelter beds for any given night and outreach workers often find that the City's emergency shelter system does not meet the needs of people living unsheltered. *Pathways Home* lays out a strategy for moving the City toward more comprehensive, 24/7 shelter that more fully addresses the needs of people living unsheltered and is focused on providing connections to permanent housing. *Pathways Home* remains the City's principal strategy for reforming the way the City addresses homelessness. However, these changes will not be fully implemented until 2018. In the interim, the City needs more shelter beds and better low-barrier options such as sites that allow partners, pets, and possessions.

New Authorized Encampments

For some unsheltered people, there are significant barriers to transitioning to indoor shelter. Authorized encampments offer a safer alternative that can help stabilize the person before transitioning indoors. The Mayor's Interim Action Plan includes \$900,000 for four new authorized encampments dedicated to people being directed by outreach staff from other locations. The four new encampments are expected to serve approximately 200 individuals at any given time. The first of the authorized encampment spaces will open by December 2016.

Up to two of the new authorized encampments will have a low-barrier design, meaning the site will accept people who are suffering from chronic substance abuse disorders or other behavioral disorders that could prevent those individuals from accepting traditional indoor shelter options. These sites will build on what we have learned from our work to support the three city-sanctioned encampments operating in Ballard, Interbay and Othello, with a modified approach to service delivery and site management.

The City will provide a public notification process prior to implementing any of these new sites.

Dedicated Indoor Shelter

Under the City's existing system, outreach teams that connect with someone living unsheltered have few dedicated shelter spaces to offer. In most cases, outreach teams must call individual shelters to determine availability on a first-come, first-serve basis. The Mayor's Interim Action Plan will establish dedicated indoor shelter options for the City's outreach teams: the Navigation Center (discussed below) and an additional call for innovative proposals from the private and non-profit sectors and communities of faith for immediate indoor shelter opportunities. The Mayor has set aside \$1.11 million to create approximately 100 new cost-effective and attractive indoor shelter options as well as creative storage solutions for belongings by the first quarter of 2017.

In order to make existing shelters better serve the needs of people living unsheltered, \$440,000 will be made available to convert existing shelter programs to 24/7 operations.

The call for proposals for both new shelter opportunities and the conversion of existing shelter will be made in November 2016.

Navigation Center

The goal of the Seattle Navigation Center is to bring adults living outdoors into the Center and work to transition them to stable housing within 30 days. The Seattle Navigation Center will be a low-barrier, comprehensive, dormitory-style program for people transitioning from encampments, with 24-hour access to shower, bathroom, laundry and dining facilities. It will have a place to store belongings, as well as round-the-clock case management, mental and behavioral health services, and connections to benefit programs and housing, all in one location. The City's outreach teams will be the sole referral point into the Navigation Center and people living unsheltered will have prioritized access.

The providers that will operate the Navigation Center in Seattle will be named in November 2016 and the Navigation Center is on track to open by early January 2017.

Expanded Access to Shower Facilities

The City has a long-standing policy to allow people experiencing homelessness free access to showers during limited hours at Green Lake Community Center. Under the State of Emergency, this access was expanded to Seattle Public Schools families during designated times at certain pools throughout the city. Mayor Murray has directed Superintendent Jesus Aguirre of the Seattle Department of Parks and Recreation to allow the use of restroom and shower facilities during limited hours at four designated City pool and community center locations and to do so free-of-charge to people living unsheltered. The Mayor's Interim Action Plan includes a budget of \$110,000 for these expanded services to begin in December 2016.

Expanded Outreach

The City needs significant capacity to reach people who are unsheltered – particularly those with substance abuse disorders and mental illness – and to help bring them inside. Currently All Home, in partnership with the Human Services Department and service providers, is working to assess the current outreach landscape and determine what is needed to improve connections between outreach and shelter, housing and intensive service options. In addition, the City is currently conducting a needs assessment survey of people living unsheltered that will be completed in November. Both efforts will inform the shorter-term improvements to outreach efforts described below and the 2017 Pathways Home Request for Proposals for outreach services.

Increased Encampment Outreach Capacity

Outreach workers are the critical link to guide people who are struggling with homelessness to safer alternative spaces to live. When Mayor Murray took office, the City only funded 1.5 outreach workers dedicated to connecting with people living in encampments. The outreach team was severely under-resourced and funded mainly to support basic survival needs. The increase in our unsheltered population has highlighted that outreach capacity was inadequate. Under the State of Emergency, Mayor Murray increased that number to four full-time, dedicated outreach workers specifically for encampment response. Despite this increase, there is still not enough outreach capacity or housing resources to meet the need for both proactive and responsive outreach.

Mayor Murray's Interim Action Plan will more than double the number of outreach workers to 12 full-time staff for the unsheltered population, coupled with funding and access to appropriate resources that move people onto a pathway to housing. These outreach workers will be able to quickly connect with people where they are, and increase the likelihood of getting people living unsheltered to accept safer alternative places to live. Outreach teams will be dedicated resources in specific neighborhoods. These teams will become more deeply embedded in community-based responses through existing service networks, community leaders and the Department of Neighborhoods. The City will provide \$600,000 to fund this expansion and expects the first additional outreach workers and housing/service resources to be available in the field in the first quarter of 2017.

Increased Community Impact and Crisis Response

Under the Mayor's Interim Action Plan, the Seattle Police Department (SPD) will establish a full-time, dedicated police team that will pair with outreach workers to problem-solve the root causes behind some people's criminal behavior. Too often, police officers are left with the binary choice of arresting or not arresting low-level offenders in situations where the cause of their offending activity is an underlying behavioral health disorder (e.g., substance abuse disorder or mental illness) coupled with homelessness. Experience tells us that arrest and booking for these individuals only rarely changes their behavior and sometimes makes it worse.

A multi-disciplinary team (MDT) approach will allow officers to pair directly with outreach workers and attempt to find alternative solutions that help address the needs of unsheltered people.

The MDT model has been piloted in the downtown area and in Capitol Hill for several years, but without consistently assigned officers. The primary volume of work has fallen on their six-member MDT outreach team and lacks consistent coordination with SPD. The enhanced MDT program will have at least eight assigned full-time officers and one sergeant, and will operate on a citywide basis in direct coordination with outreach teams. This effort will further enhance current community-based policing efforts.

Additional MDT outreach teams will be supported by \$170,000 in City funds and will be matched by private contributions from the business improvement districts. The dedicated police officers and new outreach staff will begin in January 2017.

Training and Referral Tools for Front-Line City Employees

Often our City employees encounter people living unsheltered and in need as part of their daily work, but there are no clear standards for them to offer assistance or make referrals. Under the Mayor's Interim Action Plan, the City will provide new training to all front-line employees so they can provide a constructive referral to appropriate assistance. This effort will also ensure that field staff are aware of support options available through the Seattle Department of Human Resource's Employee Assistance Program. This uniform training, which will roll out in early 2017, will create a consistent baseline for all City front-line employees that encounter people living unsheltered during their daily work, but will not replace any specialized departmental training. The training will include employees from at least the following agencies:

- Seattle Department of Transportation
- Department of Parks and Recreation
- Seattle City Light
- Finance and Administrative Services
- Seattle Public Utilities
- Seattle Police Department
- Seattle Fire Department
- Department of Neighborhoods
- Office of Housing
- Seattle Center

Summary of Increased Outreach Capacity

ROLE	TYPE	BUDGET	STAFF	PROVIDER	CURRENT OUTCOMES	EXPANDED OUTCOMES
Encampment Outreach	Existing		4.0 FTE	REACH	• Encampment reduction/removal • Service engagement • Clinical/Housing assessment • Basic needs support	• Safer Alternatives identification • Navigation Center referral • Personal property return • Diversion resources
	New*	\$600,000	6.0 FTE	TBD		
	Total		10.0 FTE Outreach Staff			
Community Impact/Crisis Response	Existing Outreach		6.0 FTE	MDT	• Crisis response • Service engagement • Clinical/Housing assessment • Referral/linkage to services	• Navigation Center referral • Encampment referral • Personal property return
	New Outreach**	\$170,000	6.0 FTE	TBD		
	Existing, newly dedicated SPD Officers		6.0 FTE	SPD		
	Total		12.0 FTE Outreach Staff 6.0 Newly dedicated SPD Officers			
Total Across Programs			22.0 FTE Outreach Staff 6.0 Dedicated SPD Officers			

Note: Table represents only that portion of HSD outreach resources focused on encampment and community impact/crisis response.

*Funding is also included for client assistance and to acquire two vehicles.

**Represents City portion (50%) of Community Impact/Crisis Response outreach. Private funding through BIAs covers the other 50%.

More Compassionate Protocols for Unauthorized Encampments

The City's current protocols for addressing unauthorized encampments on public property have been in place since 2008. These protocols were negotiated with homeless advocates and require notice, outreach, and storage of personal belongings before removal of encampments where three or more tents are located. They do not adequately answer the question of where unsheltered persons should go next. While City outreach teams are often able to offer shelter options, those options are not guaranteed, and in many cases, don't meet the needs of people living unsheltered because of barriers including prohibitions against partners, pets, and the use of drugs or alcohol.

In seeking to improve the City's response to unsanctioned encampments, the Mayor believes that we must bring better clarity, coordination, and increased resource to this response. Improvements to these protocols will not only help to mitigate the impact that is felt by our neighborhood and business districts, but more importantly, will better meet the needs of individuals who are living unsheltered. The experience of living outside is a difficult and traumatic event for anyone and these new protocols seek to bring a more compassionate approach to the City's response to these individuals.

The Mayor's Interim Action Plan addresses this gap with new policies to be implemented by a multi-departmental rulemaking process to be completed by January 2017. The policies that will guide the new rule-making are as follows:

Guarantee of Safer Alternatives

The City will not displace encampments that do not pose an imminent health or safety risk or do not unlawfully obstruct a public use unless outreach workers are able to offer those living there a safer alternative place to live. Before the City removes an encampment from such a location, it will continue to provide 72- hours of notice, proactive outreach and storage of personal belongings, as well as a new option to retrieve personal belongings via a delivery service:

- o For all removals where 72-hour notice is required, the revised multi-departmental administrative rule will establish clear criteria for prioritization of removals based on site conditions and the availability of safer alternative locations to live.
- o Where 72-hour notice is required, outreach teams will offer services and alternative appropriate shelter locations to individuals at the encampment prior to any removal action. This outreach will include one or more outreach visits during the notice period. In addition, all staff involved in a removal, including outreach staff, will be present at the beginning of the clean-up and available throughout the clean-up. All rulemaking regarding outreach will be guided by the

principles recommended by the Task Force on Unsanctioned Encampment Clean-up Protocols.

- o Where a site is not a priority for removal due to a lack of site conditions that present public health or safety risks, or due to unavailability of safer alternative locations, and where a site does not otherwise unlawfully obstruct a public use of public property, that site may be cleaned to mitigate a public health or safety risk without requiring displacement of people or property beyond the duration of the clean-up itself.
- o Notice of a removal action will provide a specific four-hour date and time period when the removal will occur. If the removal does not occur within that time period, then the removal will be rescheduled and re-noticed. Notice will also include a clear explanation of actions that will be taken, information about how to retrieve property, information on services and shelter options available, and will be provided in languages likely to be spoken by individuals at the site. The notice will also be provided in conspicuous locations and affixed to all tents and structures.
- o Once items have been removed and stored, the owner may arrange delivery of those personal belongings to them at a designated time and location (the previous system required the owner to arrange to pick them up from a storage facility).

By January 2017, Departmental Rulemaking shall promulgate such rules and storage protocols necessary to safeguard personal property following a clean-up or removal. Rulemaking will be guided by the principles recommended by the Task Force on Unsanctioned Encampment Cleanup Protocols and will require that property be stored free of charge for 60 days.

Immediate Action for Imminent Health or Safety Risks or Unlawful Obstruction

In situations where an unauthorized encampment poses an imminent public health or safety risk or where the encampment unlawfully obstructs a public use, the City may immediately remove the encampment while following storage protocols. If such an immediate removal occurs, in addition to at least providing outreach referrals to unsheltered people present at the site under the City's front-line employee training described above, the City will continue the current practice of posting a notice that describes where any removed property can be retrieved and contact information for outreach providers.

In situations where the basis for an immediate removal exists, but the City lacks the resources for the immediate removal, the City shall post notice of the removal at the

site. The immediate removal notice shall provide notice that the site is subject to imminent removal, information regarding how to retrieve any property, and contact information for referral services. The notice will also be provided in conspicuous locations and affixed to all tents and structures.

The protocols described above will be established by Departmental Rulemaking following a public notice and comment period. The following department directors will be involved:

- Seattle Department of Transportation
- Department of Parks and Recreation
- Seattle City Light
- Finance and Administrative Services
- Seattle Public Utilities
- Seattle Police Department
- Seattle Fire Department
- Department of Neighborhoods
- Office of Housing
- Seattle Center

Improved Transparency

The City's historic encampment protocols lack sufficient transparency and that has led to misinformation and confusion in some instances. The Mayor's Interim Action Plan commits the City to providing complete and detailed information regarding every clean-up action that requires 72-hour notice. Specifically, the City will post online a report of each completed clean-up within seven days of the event. The report will include the location of the clean-up; photographs of the site; a summary of the reason for the clean-up (i.e. why it was a priority); a summary of outreach efforts; and a report of any property collected. These new transparency measures will be supported by a 0.5 FTE in Finance and Administrative Services and funding for technology and data process improvements.

In addition to the above commitments, the City will establish an Implementation and Advisory Committee comprised of a cross section of community members that represent the interests of homeless advocates, service providers, neighborhood and business interests, and individuals who have themselves directly experienced homelessness. This Committee will meet on a quarterly basis with City staff to review and provide feedback on the rulemaking and implementation of new protocols for encampment removals, review of past clean-ups, and provide recommendations on continued improvements to these processes so that they best meet the needs of everyone in our community.

Improved Oversight and Coordination

Clean-ups of unauthorized encampments are complicated logistical operations that have suffered from miscommunication and inability to properly coordinate schedules among departments and outside agencies. To improve this, a new encampment response manager, working in coordination with the City's Director of Homelessness, will be

empowered by the Executive to direct all City departments and contractors, and shall be responsible for the coordination, oversight, and reporting of all clean-ups, to ensure that best practices are followed.

In addition, the Interim Action Plan continues the important Program Manager and Field Coordinator roles within the FAS encampment clean-up program. The Program Manager schedules and organizes the employees of various departments, contractors and vendors to provide services to, clean and remove encampments, trains City staff on encampment protocols and resolves problems with coordination and clean-up protocols. Field coordinators are responsible for inspecting and placing notices at encampment sites, storing belongings from encampment sites, and coordinating the agencies and personnel necessary to clean or remove an encampment.

Improved Coordination with Other Jurisdictions

To ensure consistency in all clean-ups or removals involving City of Seattle personnel, the City shall seek to enter into memorandums of understanding (MOUs) with all public jurisdictions that seek assistance from the City with addressing unauthorized encampments on their property. The purpose of the MOUs will be to ensure that City employees continue to follow the same protocols for notice, outreach, storage, and prioritization on all public land throughout the City of Seattle.

Improved Trash and Needle Pick-Up

The City has seen a significant increase in complaints regarding trash associated with unauthorized encampments and hypodermic needles. The Mayor has directed \$755,000 to Seattle Public Utilities (SPU) to create new efforts to address these challenges. This work is focused on providing assistance to residents in encampments as well as better serving the neighborhoods and business districts affected by the accumulation of trash and hazardous waste. These efforts include expanded opportunities for trash disposal for residents living in encampments, litter pick up in neighborhoods business districts, and improved opportunities for safe disposal of hypodermic needles.

Encampment Site Cleanup Response Teams

The waste and debris generated by encampments is a hazard and a nuisance to encampment residents and the communities that surround them. The proposed budget continues funding for the removal of waste and debris from encampment sites. The City is transitioning away from using Department of Corrections work crews; waste removal services will be performed by private vendors under the direction of City staff only after the belongings of people at the site are safeguarded.

In addition, the Seattle Department of Transportation typically covers its cost for encampment clean-ups (either by SDOT staff or by contractor labor), and the department's budget for this work is insufficient to meet the identified need, which puts at risk its budget for other emergency events and services, e.g., storm preparation and response. The proposed budget includes additional dedicated funds for encampment clean-up.

Encampment Trash Assistance Measures

In mid-2016, SPU began piloting measures to allow people living unsheltered to better manage their own trash. Those efforts include providing pre-paid garbage bags that are picked up twice a week as well as regular pick up of larger unused items, such as furniture, carts, or unused bedding. These assistance measures have yielded varied results depending on the unique conditions of each of the encampments served. Locations and residents who have stronger connections to outreach and social service staff have typically utilized these assistance efforts more fully. The Mayor's Interim Action Plan continues these pilot efforts with \$35,000 in funds for assistance with self-management of trash at unauthorized encampments. This work will continue to focus on working with service providers to identify locations where unsheltered individuals will utilize the trash assistance measures most fully.

Litter and Trash Pilot Program

In July 2016, SPU began litter and trash pickup pilots in Little Saigon, Chinatown/International District, and Ballard in response to community concerns regarding an increase in litter and illegal dumping. This Interim Action Plan includes \$450,000 to continue working with the neighborhoods above and to add trash pick-up services in at least four new areas significantly impacted by trash build-up. The focus of this work is both additional solid waste service as well as capacity building in neighborhood business districts. SPU will be working with at least four additional neighborhoods in 2017, providing regular litter pick up, additional sidewalk trash cans, alley cleaning, and business and resident consultation on opportunities to improve neighborhood cleanliness.

Needle Pick-up

In recent years, Seattle has also seen an increase in the number of used hypodermic needles on our streets, sidewalks, and parks. To date, responding to resident requests to dispose of these materials in a timely manner has been challenging as sharps require specialized disposal protocols. To better handle this issue, SPU will be using additional resources to provide specialized pick up services for sharps found in the right of way. Beginning in November 2016, the City will pick up needles found on public property in less than 24-hours from the time reported, seven days a week. Seattle has also modified our Find It, Fix It app to allow residents to specifically report needles.

Needle Drop-off

One of the challenges leading to needles on streets, sidewalks, and parks, is a lack of safe disposal opportunities throughout the city. To better handle this issue, SPU will establish six new large needle deposit boxes spread equidistance throughout Seattle. These boxes are intended to provide more convenient disposal locations for needles for the wider city. Our existing regulations direct residents to use one of the two needle exchanges, or take their sharps to Seattle's South Transfer Station. The new boxes will provide more proximate locations for safe sharps disposal. The City will also be installing an additional five to ten smaller sharps disposal boxes in locations significantly impacted by inappropriately disposed of needles. These boxes are intended to serve hot spot locations, where residents are routinely finding used needles. Both the larger and smaller boxes are being installed on a pilot basis, so that City will be able to assess the success of this effort, and alter the location, box size, and pick up frequency, to best meet the needs of our residents.

The Mayor's Interim Action Plan includes \$270,000 dedicated to needle pick-up and the addition of drop-off sites. Both efforts will be implemented in November/December 2016.

Appendix A: Final Recommended Principles from Task Force on Unsanctioned Encampment Cleanup Protocols

Transmitted on October 3rd 2016

1. When it is necessary to require people to move, there must be adequate and personalized outreach.
2. When it is necessary to disband an encampment, all occupants will be offered a safe and appropriate shelter option.
3. Low-barrier (person-centered), housing-focused shelter must be expanded, as well as permanent housing options (buildings and rent assistance), to meet the threshold of offering “safe and appropriate” housing or shelter for all.
4. Homelessness is a crisis in Seattle that demands urgent action by the public, private, and non-profit sectors. The City’s approach to unsheltered homeless people should do no further harm.
5. Action must be taken to enhance and reform the effectiveness of our current human services system to achieve better outcomes and a significant reduction in the number of people sleeping outside. The City needs a transition plan for this systemic transformation with timelines and measurements.
6. The City of Seattle’s current approach to managing and removing encampments has negatively impacted homeless individuals and neighborhoods and new protocols and approaches are needed to make sure that our actions match our community values.
7. Any future approach to managing encampments needs to establish a mechanism to measure and substantially respond to community impacts from encampments.
8. Increased funding and resources for housing, mental health, and drug treatment are needed from the State and Federal levels to expand treatment housing and capacity.
9. When required due to unsafe and unsuitable locations, the moving of people should be respectful of individuals and their belongings, but also administratively and logistically feasible to complete in a reasonable period of time.
10. The City should enter into memorandums of understanding with all applicable public agencies, including the State, to establish common protocols and procedures when it is necessary to disband an encampment.

- 11.** The City should prohibit encampments and intervene expeditiously in unsafe locations.
- 12.** The City should intervene expeditiously to correct conditions or disband an encampment in the case of hazardous conditions.
- 13.** In the case of unsuitable locations with an intended public use as defined in legislation and rulemaking, encampments are prohibited and intervention should be expeditious.
- 14.** People in low impact encampments should receive the services required to remain safe and low impact.
- 15.** The City should commit, through policies and procedures, to both reduce friction between encampments and neighborhoods and to implement successful interventions to preserve health and safety for all.
- 16.** Outreach to people living in encampments should be well-resourced, well-documented, incorporate robust and consistent engagement, inter-agency communication, and data sharing.
- 17.** Outreach to people living outdoors should involve, when feasible, formerly/currently homeless people as part of the action and connect people to ongoing services and housing.

Appendix B: Mayor’s Interim Action Plan Budget

Safer Alternatives Spaces to Live	Amount	Description
New Authorized Encampments	HSD - \$775,000 FAS - \$125,000 \$900,000	Support four new sanctioned encampments. These sanctioned encampments are not a solution to homelessness, but they are safer and more secure than unauthorized camping in areas that pose health and safety risks and where residents do not have access to sanitation, electricity, and other basic needs. This funding also supports 1.0 FTE Planning&Dev Spec II to plan and oversee sanctioned encampments in 2017.
Dedicated Indoor Shelter	HSD - \$1,550,000	The Mayor's Action Plan calls on service providers, the private sector, philanthropic organizations and communities of faith to come forward with new and creative options for the immediate creation of additional indoor shelter, extended hours and storage capacity. This action plan will drive significant increase in contracted services and increased need for contract management and reporting, so this funding will also support 1.0 FTE Grants&Contracts Spec,Sr.
Navigation Center	HSD - \$2,100,000	Establish a new "Navigation Center", a low-barrier, 24-hour shelter model to provide intensive case management to assist people who are living unsheltered to move into more stable housing.
Free Restroom and Shower Facilities	DPR - \$110,000	Department of Parks and Recreation will make the use of restroom and shower facilities at four designated City pool and community center locations free-of-charge to people living unsheltered.
Expanded Outreach		
Increased Encampment Outreach Capacity	HSD - \$600,000	Mayor Murray’s action plan will more than double, from 4 to 10, full-time outreach workers for the unsheltered population to increase the capacity to quickly connect with people where they are, and increase the likelihood of getting people living unsheltered to accept safer alternative places to live. This investment will also facilitate additional outreach opportunities for providers through delivery of stored personal belongings removed during cleanups. Funding is also included for client assistance and the acquisition of two vehicles. Funding also supports an additional 1.0 FTE Admin Spec II to provide logistical support to planning and financial staff within Division of Homelessness Strategy and Investment managing this significant increase in contracted services for encampments and additional dedicated indoor shelter and outreach, as well as increased reporting requirements.
Increased Community Impact/Crisis Response	HSD - \$170,000	The City currently funds 6 outreach workers dedicated to the MDT model. The Mayor’s action plan identifies reserve funds to double the number of full-time outreach workers in partnership with other organizations committed to this work. SPD will pair existing officers directly with outreach workers.
Training and Referral Documentation for City Employees	HSD - \$70,000	Provide training to City employees to provide the necessary tools to engage with and direct individuals to appropriate resources that will best meet their needs. This includes \$20,000 for development and production of materials for City staff to use in the Field. It also includes \$50,000 to fund an Outreach provider to deliver training to City field staff on interactions with people living unsheltered. This effort will also ensure field staff are aware of support options available through Seattle Department of Human Resource's Employee Assistance Program.
More Compassionate Protocols for Unauthorized Encampments		
Improved management of response team	FAS - \$160,000	1.0 FTE to manage the complex, interdepartmental, multi-jurisdictional unauthorized encampment response.
Improved transparency - support, technology and process	FAS - \$150,000	0.5 new FTE to support additional online reporting requirements, including location of the cleanup, photographs of the site, a summary of reason for cleanup, summary of outreach efforts and report of any property collected. This funding will provide support for one-time system, process and data collection needs to support the ongoing efforts to improve transparency.
Response Team - Coordination	FAS - \$315,546	Fund the ongoing Field Coordinator roles within FAS encampment cleanup program. This funding also supports collection of data on camp sites and homeless encampments, including data on reduction of these sites, the number of sites successfully cleaned up, and the success of referring occupants to authorized shelter alternatives.
Right of Way Cleanup Response	SDOT - \$125,000	This funding right-sizes funding for encampment cleanups performed by SDOT.
Improved Trash and Needle Pick-up		
Needle Pick-up and Drop-off	SPU - \$270,000	Beginning in November 2016 the City will pick up needles found on public property in less than 24-hours from the time reported, 7 days a week. (Historically, the City has taken up to 10 days to provide needle pick up service). Seattle Public Utilities will also establish four new needle deposit boxes in areas where there are the highest number of discarded needles and an additional 14 bathroom deposit boxes in City park bathrooms.
Trash Pick-up	SPU - \$450,000	General sanitation service will be provided for areas with significant trash build-up and to support a neighborhood litter pilot. Not included in this funding amount is an increase for SPU to improve Citywide response time to illegal dumping. timeln July 2016, SPU began litter and trash pickup pilots in Little Saigon, Chinatown/International District, and Ballard in response to community concerns regarding an increase in litter and illegal dumping. This Interim Action Plan includes \$450,000 to continue working with the the neighborhoods above and to add trash pick-up services in at least four new areas significantly impacted by trash build-up. The focus of this work is both additional solid waste service as well as capacity building in neighborhood business districts. SPU will be working with at least four additional neighborhoods in 2017, providing regular litter pick up, additional sidewalk trash cans, alley cleaning, and business and resident consultation on opportunities to improve neighborhood cleanliness
Harm Reduction Measures	SPU - \$35,000	The Mayor’s Action Plan continues the pilot providing pre-paid garbage bags to allow people living unsheltered to better manage their own trash.
Response Team - Site Cleanup	FAS - \$678,808	Funding for vendor-provided encampment site cleanup.
Funded in the 2017-2018 Proposed Budget		
HSD - Unsanctioned Encampments Cleanup Protocols Task Force -	\$2,800,000	
SPU - Clean City Expansion -	\$755,000	
HSD - Enhance Homelessness Services by Investing in Best Practices -	\$2,540,000	
FAS - Sustained State of Emergency Funding -	\$854,354	
FAS - Supplemental Budget Changes -	\$140,000	
Existing Finance General Reserve	\$170,000	
Unfunded Gap	\$425,000	
Total Mayor's Interim Action Plan Budget	\$7,684,354	

Appendix C: Implementation Timeline

Oct 2016

Nov 2016

Dec 2016

Q1 2017

Q2 2017

Q3 2017

Q4 2017

Encampments

Emergency Orders to authorize 4 new encampments

4 new encampments sites brought online

Pathways Home
Homeless Investments
Request for Proposals Process

Shelter

Call for proposals for immediate shelter opportunities

New shelter capacity online

Navigation Center

Navigation Center Provider Announcement

Navigation Center opens

Hygiene

Free showers available at Green Lake Community Center

Free access to showers begins

Outreach

New outreach workers in the field

Expanded MDT with dedicated police officers and new outreach workers

Training for City Employees

Protocols

Departmental Rulemaking Process

New protocols implemented

Needles

Needle Pick-up Improvements

Needle Drop Off Expansion

Garbage

Ongoing Litter Pick Up Pilot

Ongoing Encampment Trash Self-Management Pilot