



City of Seattle

Date: April 13, 2018

To: Councilmember Kshama Sawant, Human Services, Equitable Development & Renter Rights Committee Chair

From: Catherine Lester, Human Services Department; Fred Podesta, Department of Finance and Administrative Services

Subject: Operational Plan for Homelessness Emergency Response Program Move – SLI 231-1-A-1 Response

Executive Summary:

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 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 safe living alternatives, 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 even participation in a trash pick-up program to reduce the public health threats—to name just a few.

While the Navigation Team has organizationally been staffed out of the Department of Finance and Administrative Services (FAS), it has required deep inter-departmental coordination and collaboration with the Human Services Department (HSD), the Seattle Police Department (SPD), Seattle Parks and Recreation (SPR), Seattle Department of Transportation (SDOT), and Seattle Public Utilities (SPU), among others. While FAS will continue to support the operations and logistics of the Navigation Team response to unsheltered homelessness, the team will be led out of HSD.

The work of the Navigation Team will continue to require a high level of coordination across multiple departments – in particular, HSD, SPD, and FAS are primary administrators of the work of this team. These three departments, along with the Mayor’s Office, will sign a Memorandum of Agreement, that will define roles and responsibilities, clarify resources that each department will bring to bear, and define the scope of work of each department.

HSD will hire an Executive Lead who will oversee the Navigation Team, provide strategic guidance, policy direction, and establish a stronger connection with the broader long-term system of homelessness response.

Background:

SLI 231-1-A-1 directed the Human Services Department (HSD), in consultation with the Department of Finance and Administrative Services (FAS), to submit a report on how it will operate the City's Homelessness Emergency Response program, which is being transitioned to HSD from FAS beginning July 1, 2018, in accordance with GS 233-1-B-1.

The information requested in the joint-report, includes the following:

1. A revised plan for the Homelessness Emergency Response program under HSD, including details for:
 - a. Management of inter-departmental coordination;
 - b. Ensuring compliance with FAS Encampment Rule 17-01;
 - c. Providing weekly reports to Council pursuant to budget action GS 240-1-C-2; and
 - d. Complying with reporting for the Navigation Team, as established by Statement of Legislative Intent 242-1-A-2;
2. Changes to staff duties organized by position;
3. Revised organizational chart for HSD's Homelessness Strategy and Investment Division; and
4. A revised organizational chart for the Homelessness Emergency Response program.

Management of Inter-departmental Coordination, Rule Compliance, and Reporting

HSD, FAS, the Seattle Police Department (SPD), and Seattle Mayor's Office (MO), will sign a Memorandum of Agreement detailing each departments' responsibilities and oversight of the Navigation Team.

Inter-departmental coordination will be led by an Executive Lead of the Navigation Team within HSD, with support from the MO, to communicate and coordinate among department leaders across the City of Seattle. FAS will continue to oversee compliance with MDAR 17-01 and FAS Rule 17-01 to ensure the Navigation Team is acting in accordance with these City rules. HSD will be responsible for the weekly reports to council in accordance with GS 240-1-C-2. FAS, HSD, and SPD are partnering on responses due to council in accordance with SLI 242-1-A-1.

The overall costs for the Navigation Team remain at the 2018 budget level. The team includes an additional Manager 3 position (both the Navigation Team Lead and the Navigation Team

Operations Manager are Manager 3 positions), and no longer includes a vacant administrative position. Slightly increased personnel costs are offset by savings in the operations budget. There are no reductions to the HSD contracted services budget.

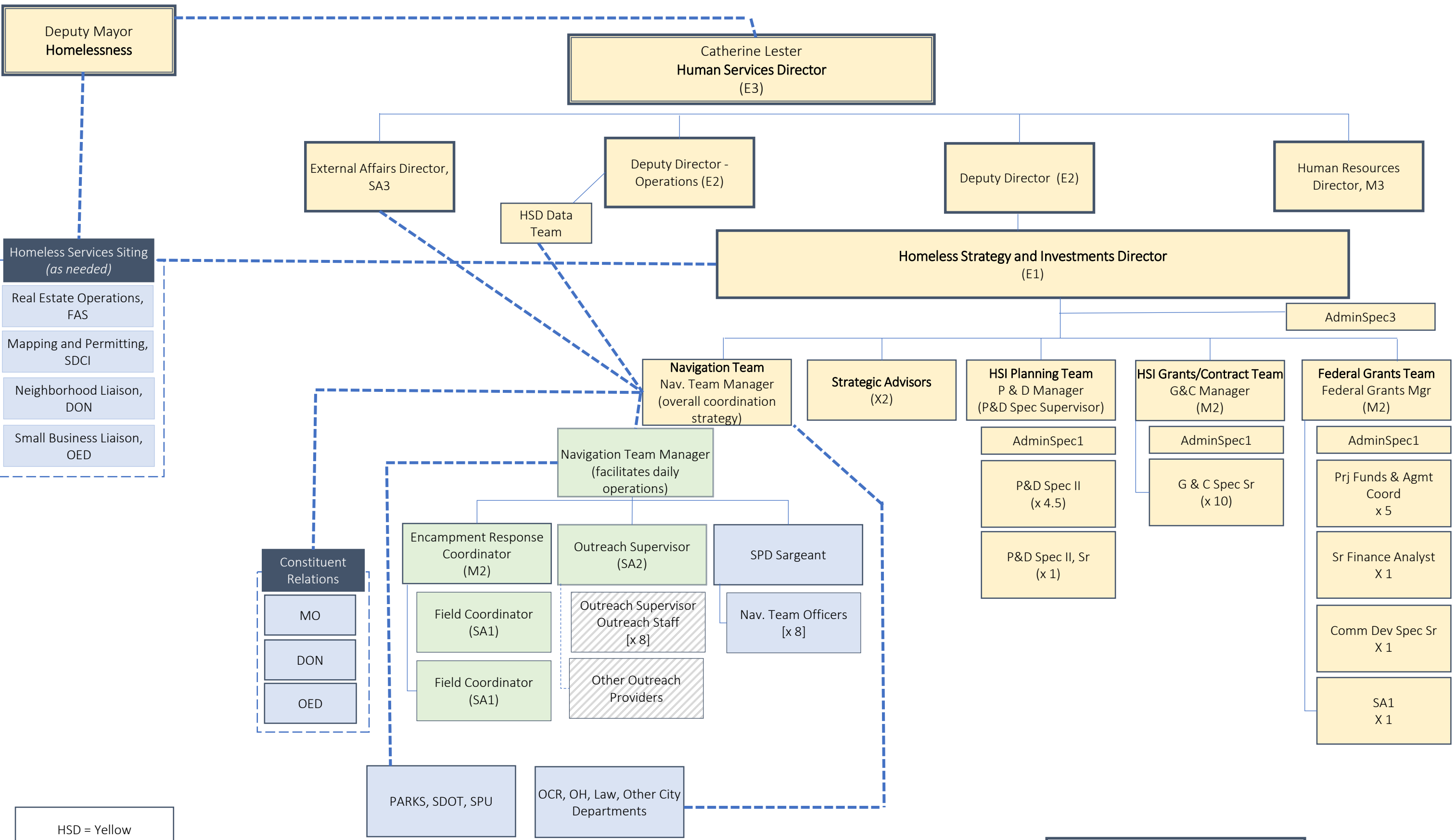
Changes to Staff Duties

The general framework of the Navigation Team will remain as a unit comprised of specially-trained police officers (one sergeant and eight officers), paired with City field coordinators (two) and contracted outreach workers (seven staffers and one manager), and FAS staff (one overall team manager, one outreach coordinator and one logistics manager). The following positions will be implemented to compliment the team:

- **Navigation Team Lead:** There is a critical need for a senior position who will provide strategic guidance, policy guidance and decision-making for the team, provide inter-departmental direction and coordination across services provided to the unsheltered, and act as the primary mayoral and council contact. This position would also ensure that the Navigation Team body of work is well-integrated into the larger body of work that HSD is leading to address homelessness in the long-term. The lead position would also be primarily responsible for critical community and constituent engagement as part of this role.
- **Navigation Team Operations Manager:** This position will provide operational and day to day logistical management across all units of the Navigation Team. In particular, this role resolves differences and coordinates between the outreach, police personnel and logistics aspects of the Nav Team.
- **Data Coordinator and Analyst:** This position will oversee Navigation Team data analysis and evaluation.
- **Additional Contracted Outreach Providers:** The Navigation Team will work with six outreach organizations, in addition to the outreach workers on the Team, to offer culturally relevant care to people experiencing homelessness. HSD increased investments in outreach and engagement services, through the 2017 Homeless Investments RFP, by \$1.4 million in 2018. These organizations comprise the Outreach Continuum.

Organization of Navigation Team

See Attachment A: Updated organizational chart for the Navigation Team within the Homelessness Strategy and Investment Division of HSD.



HSD = Yellow
 FAS = Green
 Other City Dept. = Blue
 Contractors = Grey

Additional HSD Service Divisions –
 Leadership & Administration, Youth &
 Family Empowerment, Aging & Disability,
 DV/SA, Public Health