Navigation Team:
Responses to City Auditor Report (Q1)

June 12, 2018

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Background

- Office of the City Auditor released its "Reporting Plan for Navigation Team" in November 2017, with a series of checkpoints requesting information and analysis by staff.

- Executive departments, led by the Department of Finance and Administrative Services (FAS) and the Human Services Department (HSD), are working throughout 2018 to develop these reports.

- In May, the first quarter installment of these reports was transmitted to council.

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Q1 Checkpoints

- 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 County

- 3.1: Report on 2017 baseline data

- 3.2: Report on 2017 expenditures

- 3.4: Report on 2017 racial equity impacts
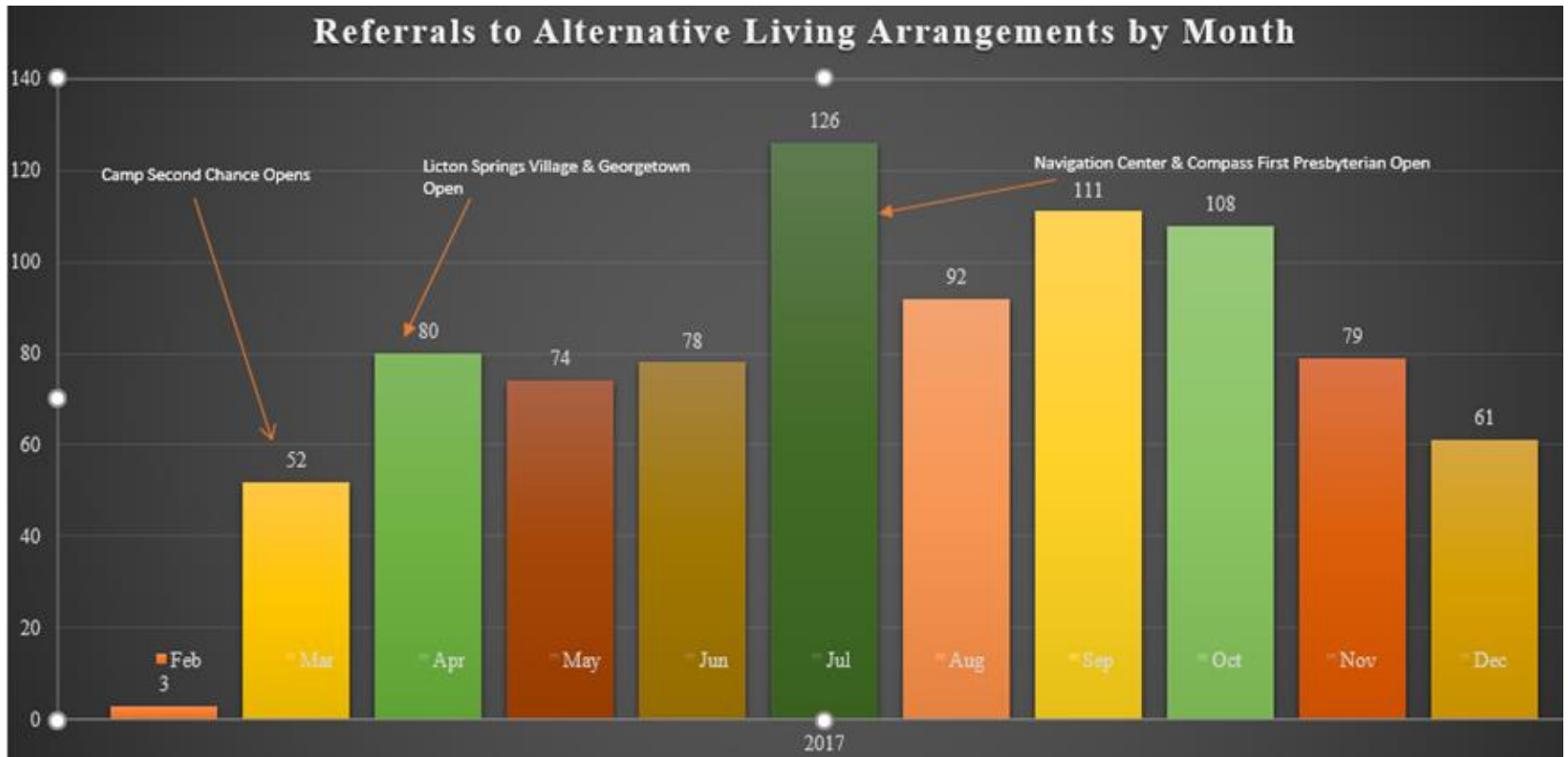
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1.1: Analysis of Navigation Team Engagement Rate

- In 2017, the Navigation Team made 7,342 contacts with 1,842 unique individuals.

- 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.

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1.1: Analysis of Navigation Team Engagement Rate

Referrals to Alternative Living Arrangements by Month

Camp Second Chance Opens

Licton Springs Village & Georgetown Open

Navigation Center & Compass First Presbyterian Open

Feb 3 · Mar 52 · Apr 80 · May 74 · Jun 78 · Jul 126 · Aug 92 · Sep 111 · Oct 108 · Nov 79 · Dec 61

2017

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1.3 Trauma-informed Care Self-Assessment

Trauma-informed care recognizes the impacts of trauma and integrates knowledge about trauma into policies, procedures, and practices.

Results of Navigation Team Self-Assessment:
- HSD created and administered a trauma-informed care survey to Navigation Team participants: officers, outreach workers, site cleanup crews, direct program administration, and executive administration.
- Responses indicate a range of understanding across the team regarding trauma-informed care.

Next steps:
- Establish structured meetings that address trauma and its impact on consumers and the Navigation Team.
- Additional trainings on trauma-informed care.

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1.4: Evaluation of Navigation Team Training

- Each member of the Navigation Team receives ongoing training to ensure that the team has consistent opportunities to become more effective in their work; they have time set aside every Friday for check-ins and ongoing training.

- Team-wide trainings to date have included Mental Health First Aid, Trauma Informed Care, Cultural Competency, and Serving Homeless Veterans.

- Leadership staff evaluate training needs on an ongoing basis as part of the regular planning work of this team.

- Upcoming trainings include the People's Institute Undoing Racism Workshop (3-day training).

- SPD training is particularly expansive and current because of the DOJ consent decree.

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2.4: Assessment of Opportunities for Greater Coordination with King County

- Strong partnership with King County (KC) is imperative to doing our work well:
    - KC Department of Community and Human Services acts as the coordinating entity for mental health and substance disorder services throughout the Seattle area.
    - The local Accountable Communities of Health program is administered within the boundaries of King County.

- A Seattle/KC Memorandum of Understanding was signed on May 3rd by Mayor and County Executive in order to:
    - Increase coordination of homeless services, planning and reporting.
    - Establish the Homeless Services and Housing Governance Partnership between KC, Seattle, All Home and regional partners to improve outcomes and accountability for the future.

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3.1: Report on 2017 Baseline Data

- Of the 1,829 people the team engaged in 2017:
    - 675 accepted offers of safer shelter (37% acceptance rate).
    - 1,179 accepted some form of service (64% acceptance rate).
    - 599 declined all offers of service and shelter (32% decline rate).

- Comparison with other jurisdictions is difficult due to multiple approaches, including but not limited to: government structure, mission, scope/depth of outreach, availability of housing resources, data collection, size of city and unsheltered population.

- This report provided a brief comparative analysis of similar teams in San Francisco, Houston and Austin.

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3.1: Report on 2017 Baseline Data

- San Francisco, Houston, and Austin were researched due to similarities in general population and homelessness issues.

- There are too many variables to find a comparable data set and team model from other cities to draw conclusions from.

- The overall number of contacts seems to be the only measure consistently tracked by cities—however, cities differ on de-duplication and utilization.

- While we have room to improve, we found that the City of Seattle likely has the most complete and in-depth dataset when compared to Austin, San Francisco and Houston—the latter often cited by both homelessness advocates and city policymakers as a national model worth studying.

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3.2: Report on 2017 Expenditures

Navigation Team and Encampment Removal

2017 Annual Costs
Prepared 3/16/2018

Department	Total Cost 2017	Notes
Seattle Police Department	$ 1,576,630	Includes estimated labor costs for 8 patrol officers, one sergeant (existing officers who were redirected for this team), actual overtime costs, and vehicles, uniforms, phones, supplies.
Human Services Department	$ 684,682	REACH Contract with Evergreen Treatment Services
Finance and Administrative Services	$ 2,331,773	Includes staffing costs for logistics and field operations and vendor contracts for garbage removal.
Seattle Public Utilities	$ 987,083	Includes EOC activation costs for Clean City program
Seattle Department of Transportation	$ 3,829,895	Includes EOC activation costs
Parks Department	$ 848,600	Includes EOC activation costs
Total	$ 10,258,663	

*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.
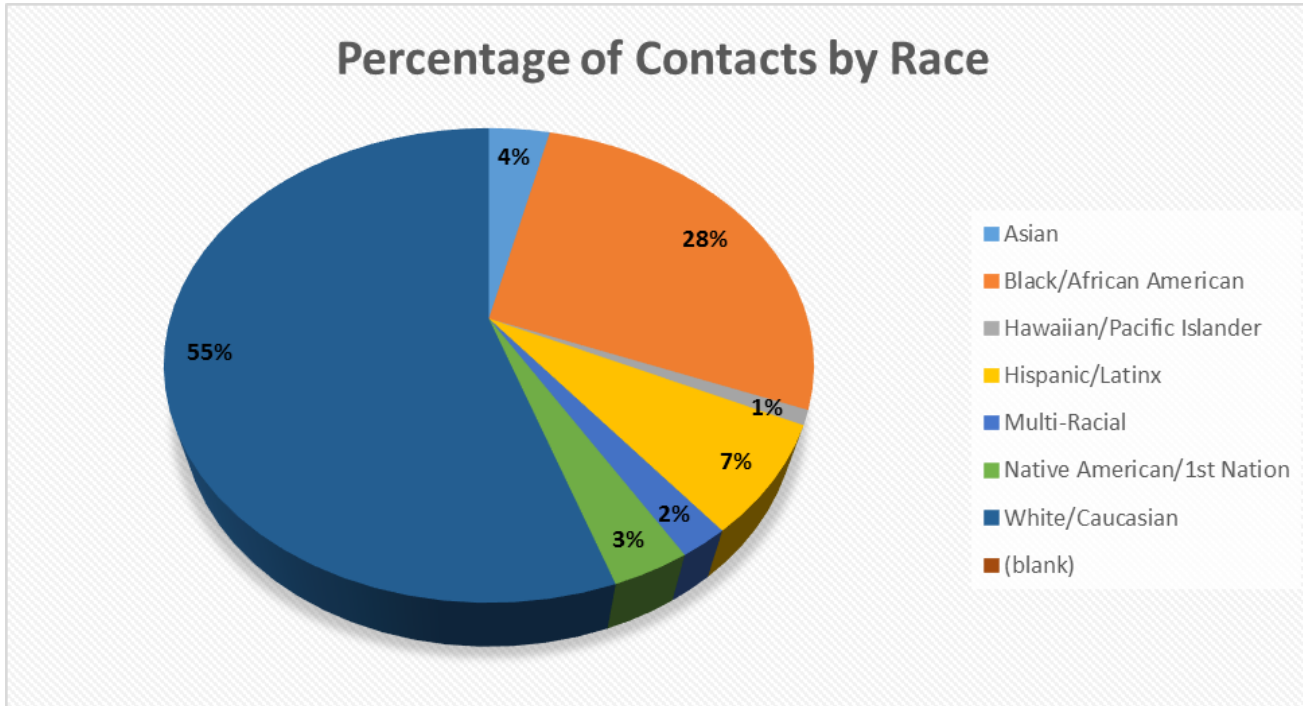
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3.4: Report on 2017 Racial Equity Impacts

- Hawaiians/Pacific Islanders (41%) and Caucasians (30%) are most likely to decline services.
  - *Hawaiian/Pacific Islanders accounted for less than 1% 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%) .

- The majority of services for vehicle repair were provided to Caucasians (89%).

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3.4: Report on 2017 Racial Equity Impacts

Percentage of Contacts by Race

- 4% Asian
- 28% Black/African American
- 1% Hawaiian/Pacific Islander
- 7% Hispanic/Latinx
- 2% Multi-Racial
- 3% Native American/1st Nation
- 55% White/Caucasian
- (blank)

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.

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Upcoming Q2 and Q3 Checkpoints

- 1.2: Organizational staffing assessment

- 2.1: Assessment of opportunities for early-outreach intervention

- 2.2: Assessment of opportunities for prioritizing hygiene

- 2.3: Assessment of strategies to prevent trash accumulation

- 3.3: Report on 2017 measures of system performance

- 3.5: Development of stronger evaluation plan

- 3.6: Plan for unsheltered individuals to be meaningfully involved in Navigation Team evaluation

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Questions?

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