



City of Seattle

Jenny A. Durkan, Mayor

Human Services Department

Jason Johnson, Interim Director

Date: May 16, 2019

To: City Clerk and Seattle City Council

From: Jason Johnson, Human Services Department

Subject: Council Clerk File: Human Services Department (HSD) Navigation Team Q2 Proviso Report

The Navigation Team continues to be the City's leading response to addressing unsheltered homelessness on Seattle's streets, refining and improving its approach to connect people living unsheltered to resources and to reduce serious public health and safety impacts throughout the city. Continuous improvement is at the core of the Navigation Team's work.

It is important to highlight that the Navigation Team is just one component of a complex and evolving homelessness response system. The Council and City Auditor's report examined the Navigation Team in 2017—much has changed in the last two years, with many new strategies and resources now online.

Under Mayor Jenny Durkan's leadership, we have seen increased investment and improvement of both the Navigation Team and the City's homelessness response system. Today, the Navigation Team has more staff engaging people on the ground, increased training, refined its approach Citywide, and has developing data capabilities. The Navigation Team's 2019 outreach data is more robust than before, providing a clearer picture of who is going to shelter, which shelters have capacity, and what type of services people need. Additionally, Mayor Durkan has expanded the City's shelter capacity by 25 percent, expanded 24/7 enhanced shelters, and expanded Diversion resources. These improvements compliment the Navigation Team's work by creating more options and resources to which the team can connect vulnerable people.

The Mayor and HSD are continuously identifying ways to improve services to people experiencing homelessness. Even more improvements are on the horizon, as City and County leaders begin the formation of a regional governance model designed to align services and resources across county-wide systems.

Included in this report are the first quarter performance metrics for the Navigation Team. The data shows how the Navigation Team connects people living unsheltered, in some of the most vulnerable and unsafe living conditions, to services and shelter. This report below satisfies 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 2 Report:

- Update on compliance with Auditor recommendations on

- Checkpoint **1.1**
- Checkpoint **1.3**
- Checkpoint **1.4**
- Checkpoint **2.4**
- Checkpoint **3.1**
- Checkpoint **3.2**
- Checkpoint **3.4**

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 Q1 of 2019

Reporting Requirement	Response
Total Number of Individuals Interacted With*	731 Unduplicated Individuals
Total Number of Contacts/Engagements Made with Above Individuals*	1564 Contacts Made
Breakdown, by Percentage, of Services Most Frequently Requested (One Individual Could Have Requested Multiple Services)^	Basic Needs (Snacks/Water): 18 (6%) Benefits Activation: 4 (1%) Case Management Connection: 28 (10%) Declined Services: 28 (44%) Direct Support - Education: 1 (0%) Direct Support - Employment: 8 (3%) Direct Support - Housing: 2 (1%)

	<p>Family Reconnection/Relocation: 2 (1%) Information: 2 (1%) Legal Support Connection: 1 (0%) Medical Support Connection: 4 (1%) Provided Nav Team Contact Information: 74 (26%) Referral - Employment Support: 6 (2%) Referral - Housing Support: 2 (1%) Referral - ID Support: 1 (0%) Substance Use Recovery Support: 4 (1%)</p>
<p>Breakdown, by Percentage, of Client Demographic Information (These are most often Nav Team/Outreach perceived. Making change in 2019 to ensure also self-identified.)*</p>	<p>Gender Male: 468 (64%) Female: 202 (28%) Trans Female: 5 (0%) Trans Male: 0 (0%) Gender Non-Conforming: 2 (0%) Data Not Collected: 53 (7%) Refused: 1 (0%)</p> <p>Race American Indian/Alaska Native: 35 (5%) Asian: 12 (2%) Black/African American: 195 (27%) White/Caucasian: 402 (55%) Multiracial: 33 (5%) Native Hawaiian or Other Pacific Islander: 5 (1%) Data Not Collected: 49 (7%)</p> <p>Ethnicity Non-Hispanic/Non-Latino: 652 (89%) Hispanic/Latino: 52 (7%) Data Not Collected: 27 (4%)</p>
Total Number of Referrals to Shelter or Villages*	222
Referral Rate (Number of unduplicated individuals with at least one referral divided by # of unduplicated individuals interacted with.)*	28%
Breakdown of Referrals to Specific Shelter-Types*	<p>Basic Shelter – 72 (32%) Enhanced Shelter – 136 (61%) Tiny House Villages - 14 (6%)</p>
Average Daily Shelter Bed Availability, by Type	<p>Overall Daily Average - 17 Basic Shelter – 11 (65%) Enhanced Shelter – 5 (29%) Tiny House Village/Sanctioned Encampment – 1 (6%)</p>

Number of Instances Diversion Strategies/Resources Utilized	N/A - Begins in Second Quarter
Tonnage of Garbage, Waste, and Debris Removed from Unmanaged Encampments (Quarterly and YTD)	355.36T (Q1) 355.36T (YTD)
Total Number of Inspections Conducted	17
Total Number of Unmanaged Encampments Removed, by 72-hr Cleanup, Obstruction, and Hazard	72 Hour Clean: 13 Obstruction: 51 Hazard: 7

* SPD and REACH data included

^ SPD only. (REACH is finalizing data collection and reporting process.)

Analysis of Emerging Trends

The Navigation Team has implemented new data collection practices and protocols. These changes do not allow for a true and accurate comparison of information from 2018, specifically as it relates to unique individuals contacted and engaged, services requested, and client demographic information. As such, no new trends have emerged. Emerging trends will be identified and discussed as the year progresses.

Progress in Developing a Racial Equity Toolkit

HSD is in the final stages of its Racial Equity Toolkit process. Kelly O'Brien, the Seattle Office of Civil Rights liaison to HSD's RET work, suggested that the completion timeline be extended through August 2019 to allow for a thorough community engagement process.

Next Steps	Responsible Party
Reconvene RET Team and Add Additional Members as Suggested by SOCR	August Drake-Ericson
Draft Budget for Public Engagement	August Drake-Ericson, with consultation from Kelly O'Brien, SOCR
Train RET Team on Collaborative Work Flow	Kelly O'Brien, SOCR
Request Approval of Public Engagement Budget	August Drake-Ericson
Revisit Stakeholder List	August Drake-Ericson, with consultation from Kelly O'Brien, SOCR
Survey Administration	August Drake-Ericson, with consultation from Jess Chow, HSD
World Café Community Engagement	August Drake-Ericson, with support from DON
Analyze Survey and Café Data	HSD's Data, Performance, & Evaluation Team

Develop RET Summary Document	August Drake-Ericson, with support from Kelly O'Brien – SOCR, Jess Chow – HSD, & HSD's Data, Performance, & Evaluation Team
------------------------------	---

Trainings and Workshops Attended by Navigation Team Members in Q1 2019

Training Topic	# of Hours	# Team Members Completed
Diversion Training	16	14
Equity in Engagement	8	12
Power Analysis	2	4
Consumer Engagement	2	4

Upcoming Opportunities for Staff Development and Continual Improvement

In May, Navigation Team staff who have not received Mental Health First Aid training are completing a 16-hour course given by the Salvation Army. This training is required of all staff bi-annually.

Qualitative Updates on New Shelter Resources

No new shelter resources came online in Q1 2019.

2. Additional Requirements for the Quarter 2 Report

By April 30, 2019, the Executive shall provide a report to the Council on compliance with Auditor recommendations on:

- Checkpoint 1.1: Analysis of Navigation Team Engagement Rate
- Checkpoint 1.3: Trauma-Informed Care Self-Assessment
- Checkpoint 1.4: Evaluation of Navigation Team Training
- Checkpoint 2.4: Assessment of Opportunities for Greater Coordination with King County
- Checkpoint 3.1: Report on 2017 Baseline Data - “Results and Outcomes”
- Checkpoint 3.2: Report on 2017 Expenditures
- Checkpoint 3.4: Report on 2017 Racial Equity Impacts

The following items under Checkpoints 1.1 – 3.4 aligned with the Navigation Team’s existing quality improvement goals identified by the Mayor’s Office and HSD leadership and have been analyzed, implemented, and/or invested in as a result of the Department’s pre-existing goals.

Checkpoint 1.1: Analysis of Navigation Team Engagement Rate

City Auditor Recommendation 1.1 A: *The City should ensure that HSD has adequate support and resources to implement its planned improvements for accurately tracking and reporting on Navigation Team engagement metrics for 2018 and beyond.*

Response: The 2019 budget includes 2 full-time data analyst positions to support the Navigation Team. These positions, which are filled, are responsible for developing and implementing robust data tracking, reporting, and evaluation of Navigation Team engagement metrics.

City Auditor Recommendation 1.1 B: *The City should consider opportunities for expanding enhanced shelter capacity, including the bridge to housing approach used in San Diego and Sacramento that can be quickly deployed and incorporates private funding.*

Response: In 2018, as part of the Mayor’s Path to 500, the Human Services Department invested in an additional 516 spaces to support the needs of people living unsheltered. Of the 500 spaces, the 75 beds in Haddon Hall were specifically allocated as bridge housing. Additionally, 236 of the 500 spaces were new enhanced shelter beds.

The Human Services Department is continuously evaluating its investment mix between basic and enhanced shelter beds. Investments in the enhanced model, which is more appealing to people living unsheltered, is considered each time a shelter investment is made. In 2018 HSD invested in 668 basic shelter beds, and 1411 enhanced shelter beds.

City Auditor Recommendation 1.1 C: *The City should consider options for reserving a certain number of enhanced shelter beds daily for Navigation Team referrals.*

Response: There are currently 290 enhanced shelter beds reserved for Navigation Team referrals. Due to the nature of enhanced shelter beds, and the longer length-of-stays, these resources are reserved on a permanent basis. When a reserved bed is empty it again becomes available for the Team to refer into. HSD is working with King County to explore additional options for set-aside beds in some of the projects they have coming online.

City Auditor Recommendation 1.1 D: *The City should re-evaluate its recent additional investments in basic shelter capacity and consider reprogramming those resources for enhanced shelters or diversion.*

Response: The City invested in 80 additional basic shelter beds in 2018 as part of the *Path to 500*. These 80 basic beds represent less than 20% of the total beds that came online as part of that initiative. The HMIS generated Seattle/King County Program Outcomes Report for the City Hall shelter for July 1-December 31, 2018 (the first 6 months these beds were online) indicate an 88.81% utilization rate. This utilization rate is above the minimum system-wide performance standard for single adult beds.

City Auditor Recommendation 1.1 E: *The City should explore opportunities for the Navigation Team to expand its use of diversion strategies including reunification with friends and family.*

Response: The Diversion Centralized Fund, which came online in December 2018, will allow Navigation Team outreach workers to explore diversion strategies with the individuals they work with, including reunification with friends and family. The Diversion Centralized Fund, a low-barrier fund-source open to all homeless services agencies in our community, typically cuts checks within 24-hours to allow for very quick housing solutions for vulnerable individuals, including reunification when applicable. After completing diversion training in March 2019, Navigation Team members are better equipped to help people identify their resources and options for housing through diversion strategies.

City Auditor Recommendation 1.1 F: *For 2018 and beyond, the City should explore using metrics for the Navigation Team that are consistent with the other City-funded outreach providers, including tracking reasons for refusing services.*

Response: All HSD-funded outreach contracts require tracking and reporting on the same performance commitments standards. These are:

- Number of households that receive outreach, engagement or navigation services focused on housing placement.
- Percent of households that receive a referral to emergency shelter or an authorized encampment.
- Percent of households that enter permanent housing
- Percent of households that exit to permanent housing and do not return to homelessness within 6 months.
- Percent of household members that consent to participate in HMIS

It should be noted that no outreach provider has the ability to track data on outright service refusals. This is because individuals are only entered into HMIS database at the point they have *consented* to some type of service. With the updates to the Nav App, the Navigation Team will have the ability to collect data on reasons for shelter referral refusals. This will be useful data that can help inform future investments in emergency shelter models.

Checkpoint 1.3: Trauma-Informed Care Self-Assessment

City Auditor Recommendation 1.3 A: *HSD should develop a plan to ensure full Navigation Team staff participation in future trainings and assessments related to trauma-informed care.*

Response: HSD will make any future trauma-informed care assessments and/or trainings mandatory for all Navigation Team outreach workers, field coordinators, and their supervisors. The Navigation Team's Operations Manager will track completion of all trainings and related assessments.

The Navigation Team core-competencies and training curriculum will be evaluated in Q3 2019 (see response 1.4 C). Competencies, trainings, and assessments related to trauma-informed care will be evaluated as part of this process.

Checkpoint 1.4: Evaluation of Navigation Team Training

City Auditor Recommendation 1.4 A: *The Executive should provide a timetable for developing a plan for evaluating Navigation Police Officer training. The timetable should include the parties responsible for developing the plan.*

Response: The Seattle Police Department and the Human Services Department have evaluated the training required of Navigation Team police officers and found it to be sufficient. No other action is needed at this time.

City Auditor Recommendation 1.4 B: *The Executive should provide a timetable for evaluating Navigation Police Officer training. The timetable should include the parties responsible for communicating and implementing the evaluation recommendations.*

Response: Each year, every officer in the Seattle Police Department receives a minimum of 32 hours of continuing education. Their training covers crisis intervention, stops and detentions, bias free policing, and use of force - skills that the Seattle Police Department considers critical to fulfill SPD's mission. Each Navigation Team officer attends these trainings, which meet the high expectations of the United States Department of Justice and the Federal District Court judge overseeing the Seattle Police Department's consent decree. SPD ensures the police department's policies, procedures, training, and supervision are based on recognized standards of the policing profession, legal and constitutional standards, research and evidence, department and community values, and internal and external collaboration. The Seattle Police Department and the Human Services Department have evaluated the training required of Navigation Team police officers and found it to be sufficient. No other action is needed at this time.

City Auditor Recommendation 1.4 C: *The Executive should provide a timetable for re-examining and revising the Navigation Team training plan. The timetable should include the parties responsible for these activities.*

Response: The Timetable for re-examining and revising the Navigation Team Training Plan is *Attachment A* of this document.

Checkpoint 2.4: Assessment of Opportunities for Greater Coordination with King County

City Auditor Recommendation 2.4 B: *The Executive should investigate and report on opportunities to increase alignment between the Navigation Team and its King County peers, especially in the areas identified in its Quarter 1 response (i.e., diversion and housing access coordination).*

Response:

Diversion: HSD partnered with King County and All Home in the development and rollout of the centralized Diversion fund operated by Africatown. In March 2019, the Navigation Team completed Diversion training and is assisting their clients in accessing this resource.

Housing Access Coordination: Representatives from the Navigation Team attend weekly Single Adult Case Conferencing with their peers from King County. Single Adult Case Conferencing, facilitated by All Home, works off of a by-name list and matches individuals with open housing units.

Additionally, HSD just completed a small RFQ process to expand outreach services in the First Hill, Capitol Hill, and Chinatown-International District neighborhoods. Applicants were scored on how they addressed questions related to collaboration and alignment within the broader health and housing systems.

Finally, the Seattle/King County Governance initiative is creating extensive opportunities for increased alignment for the benefit of individuals experiencing homelessness. Representatives from HSD are significantly engaged in this transformative work.

City Auditor Recommendation 2.4 C: *The Executive should consider and report on opportunities for deeper collaboration with King County, including greater integration of the Navigation Team and Public Health-Seattle and medical and mental health services.*

Response: HSD and the Navigation Team are participants in an interdepartmental effort exploring ways to respond more effectively to lower-acuity medical and behavioral health needs of individuals experiencing homelessness. This effort involves collaboration between HSD, Seattle/King County Public Health, Seattle Fire Department, Harborview Medical Center, shelter and housing providers, and others.

Additionally, HSD is currently moving forward on budget action 15-12-A-2 which allocates \$44,000 to address hygiene needs of individuals living without shelter. HSD is consulting with Seattle/King County Public Health as plans are being developed.

In 2018 and Q1 2019 HSD convened meetings with Full Life Care, the Aging and Disability Services Department, King County, the Navigation Team, and shelter and encampment service providers, and others to explore ways to better meet the needs of medically vulnerable individuals living unsheltered and those sheltered in tiny villages or traditional shelters. These meetings are scheduled once a month in 2019 and have already resulted in better collaboration for the benefit of medically vulnerable individuals experiencing homelessness.

Checkpoint 3.1: Report on 2017 Baseline Data - “Results and Outcomes”

City Auditor Recommendation 3.1 A: *The City should ensure that HSD has adequate support and resources to work with all relevant stakeholders to refine and redevelop the Navigation Team’s Theory of Change.*

Response: A new Navigation Team Theory of Change was finalized in Q4 2018 and operationalized in Q1 2019. See *Attachment B*. No additional action is needed at this time.

City Auditor Recommendation 3.1 B: *The City should ensure that HSD has adequate support and resources to work with all relevant stakeholders to develop robust systems for tracking the Navigation Team’s results and the short, medium, and long-term outcomes associated with the Navigation Team work.*

Response: The 2019 budget includes 2 full-time data analyst positions to support the Navigation Team. These positions, which are filled, are responsible for developing and implementing robust data tracking, reporting, and evaluation of the Navigation Team engagement metrics included in the updated Theory of Change (see 3.1C).

City Auditor Recommendation 3.1 C: *HSD should provide a revised Navigation Team Theory of Change to the Office of City Auditor.*

Response: The revised Navigation Team Theory of Change is *Attachment B* of this document.

City Auditor Recommendation 3.1 D: *HSD should provide to the Office of City Auditor its plan to develop robust systems for tracking the Navigation Team’s results and the short-, medium-, and long-term outcomes associated with the Navigation Team’s work.*

Response: The table below outlines HSD’s Data, Performance, and Evaluation team’s plan to develop robust systems for tracking Navigation Teams outcomes.

Step	Purpose
Update Shelter Referral Data Collection Process	To track detailed shelter referral information such as reasons individuals decline referrals
Store Site Journal Data in Nav App ¹	To analyze site inspection & removal process and resources
Develop Data Analysis Process for Shelter Referral Outcomes	To analyze which shelter referrals result in a successful shelter stay
Track Referrals to Non-Shelter Services	To analyze the broader needs of the unsheltered population
Integrate Outreach Data into Nav App	To replace manual data collection with auto-integration of outreach data to facilitate de-duplication of client data

¹ Updates to the Nav App database system are being completed as part of the Mayors Innovation Advisory Council initiative, which is driving its timeline.

Checkpoint 3.2: Report on 2017 Expenditures

City Auditor Recommendations 3.2 A: *The Executive should provide the Office of City Auditor with the following:*
a. Revised annotated 2018 Navigation Team budget.

Response: Attachment C contains the revised, annotated 2018 Navigation Team Budget.

Checkpoint 3.4: Report on 2017 Racial Equity Impacts

City Auditor Recommendations on 3.4 A: *The City should ensure that HSD has adequate support and resources to address the identified “gap” in race and social justice trainings for the Navigation Team and its leadership. This should be an ongoing investment area for the Navigation Team.*

Response: HSD invests in race and social justice training to further its understanding and practices of race and social justice work for its staff, including the Navigation Team. In Q4 2018, the full Navigation Team attended the People’s Institute’s *Undoing Institutional Racism* workshop. This 16-hour intensive training is 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.

The Navigation Team received an additional race and social justice training in Q1 2019 on the topic “Equity in Client Engagement.” The lead facilitator, Keonna Jackson, is a national thought leader on equity.

The Navigation Team core-competencies and training curriculum will be evaluated in Q3 2019 (see response 1.4 C). Competencies and trainings related to race and social justice will be evaluated as part of this process.

City Auditor Recommendations on 3.4 D: *HSD should provide to the Office of City Auditor an update on the development and implementation of the Navigation Team Racial Equity Toolkit.*

Response: HSD is in the final stages of its Racial Equity Toolkit process. Kelly O’Brien, the Seattle Office of Civil Rights liaison to HSD’s RET work, suggested that the completion timeline be extended to allow for a through community engagement process. The revised timeline is Attachment E of this document.

City Auditor Recommendations on 3.4 E: *HSD should provide to the Office of City Auditor a description of how the Navigation Team efforts will be coordinated with the work of newly contracted outreach providers who specifically serve African Americans and American Indians to ensure the best possible outcomes.*

Response: HSD has convened all outreach providers, including newly contracted outreach providers who specifically serve African Americans and Native American populations, monthly in Q1. These technical assistance meetings will continue throughout 2019. Meetings focus on the following topics over the course of the year:

- Racial Equity (including geographic coverage)
- Consumer Engagement
- Operations: Collaboration & Coordination (including data collection)
- The Housing Continuum
- The Role of the Navigation Team

The topics were selected to ensure strong service-delivery and outcomes across the entire outreach continuum. Collaboration and coordination is specifically called out in this list and will be an ongoing focus for the outreach continuum in 2019.

City Auditor Recommendations on 3.4 F: HSD should consider how targeted universalism might be incorporated in the redevelopment of the Navigation Team Theory of Change.

Response: HSD operationalized a revised Navigation Team Theory of Change in Q1 2019 (see response 3.1 C). The Director of Unsheltered Crisis Response will ensure that targeted universalism concepts are considered for incorporation into any subsequent revisions of the Theory of Change.

City Auditor Recommendations on 3.4 H: The Executive should address the issue of “impact of police as part of the Navigation Team” in its Navigation Team Reporting Plan Quarter 3 response (Reporting Checkpoint 1.2 – Organizational Staffing Assessment).

Response: The role and impact of police as part of the Navigation Team was addressed in Checkpoint 1.2, which was included in the January 31, 2019 Proviso report.

The following items under Checkpoints 1.3 – 3.4 aligned with the Navigation Team quality improvement goals identified by the Mayor’s Office and HSD leadership as an area of focus and are in process.

Checkpoint 1.3: Trauma-Informed Care Self-Assessment

City Auditor Recommendation 1.3 B: The Navigation Team should consider collaborating with King County to address the training gaps identified in the Trauma Informed Care Self-Assessment.

Response: Navigation Team core-competencies and training curriculum will be evaluated by HSD in Q3 2019 (see response 1.4 C). Competencies and trainings related to trauma-informed care will be evaluated as part of this process. Gaps identified in the Trauma Informed Care Self-Assessment that was completed in February and March 2018 will also be analyzed as part of the training evaluation. The Homeless Governance initiative involving the City of Seattle and King County will create natural opportunities for collaboration on trainings.

City Auditor Recommendation 1.3 C: HSD should consider re-administering the Trauma-Informed Care Self-Assessment to track progress with Trauma-Informed Care and should consider the use of additional self-assessment tools related to Trauma-Informed Care.

Response: HSD will consider re-administering the Trauma-Informed Care Self-Assessment within a comprehensive training plan (see 1.4 C). The use of additional self-assessment tools will also be considered as part of a comprehensive training plan.

City Auditor Recommendations 1.3 D: The Executive should provide the Office of City Auditor with the following deliverables described in the Quarter 1 response. These are deliverables associated with HSD’s recommended short-term and long-term next steps for trauma-informed practice:

a. Documentation of any meetings with Navigation Team members and partners to discuss self-assessment results.

b. Documentation that the Navigation Team has established structured meetings that address trauma for clients and impacts of vicarious trauma on staff.

c. Documentation of written policies regarding trauma-informed practices.

d. Documentation of clear policies regarding client engagement.

e. Documentation of development of training program for the Navigation Team related to the five domains of trauma-informed practice.

f. Documentation of the Navigation Team's staff use of SAMHSA resources.

Response: Due to the transition of the Navigation Team from FAS to HSD, which occurred in Q3 2018, and the pace of work over the past several months, including the unanticipated winter weather activities and follow up, the items outlined in 1.3 D a-f have not occurred. The Director of Unsheltered Crisis Response will ensure items 1.3 D a-f are addressed by the broader Outreach Continuum, including the Navigation Team, by the end of Q4 2019.

Checkpoint 2.4: Assessment of Opportunities for Greater Coordination with King County

City Auditor Recommendation 2.4 A: *The Executive should provide a plan for ensuring Navigation Team compliance with the Outreach Standard of Care. That plan should minimally include the elements listed in Exhibit 5.*

Response: The concepts and practices identified in the 2016 Outreach Continuum Planning Workgroup document continue to inform the way the Navigation Team and other members of the outreach continuum engage with their clients. The Director of Unsheltered Crisis Response is consulting with the Data, Performance, and Evaluation Team on the feasibility of building compliance-based data collection into the data collection already being done by the Team. In the meantime, the Outreach Standards of Care remains a resource that informs best-practice service delivery and will be reviewed as part of the outreach continuum work facilitated by HSD.

Checkpoint 3.2: Report on 2017 Expenditures

City Auditor Recommendations 3.2 B: *Timetable for implementing a methodology to track Navigation Team expenditures across all City departments.*

Response: The City Budget Office (CBO) has coordinated an effort to establish a baseline and set up a framework for greater accountability for citywide homelessness-related spending. Through this effort, CBO looked at each department's methodology for tracking homelessness-related spending in the City's financial management system. After review, CBO determined that a single city-wide methodology would not be viable in the near-term due to differences in budget structure for non-HSD departments. Consequently, CBO has opted to rely on department finance staff to track and report on homelessness-related expenditures in the manner that best aligns with the budget structure of each department, and then report back. For more information on homelessness spending across departments see Attachment D.

Checkpoint 3.4: Report on 2017 Racial Equity Impacts

City Auditor Recommendations on 3.4 B: *HSD should provide a Navigation Team race and social justice training plan to the Office of City Auditor.*

Response: The Navigation Team core-competencies and training curriculum will be evaluated in Q3 2019 (see response 1.4 C). Competencies and trainings related to race and social justice will be evaluated as part of this process. A comprehensive Navigation Team training plan will be submitted to the Office of City Auditor in Q4 2019.

City Auditor Recommendations on 3.4 C: *The City should ensure that SOCR has adequate support and resources to continue to work with the Navigation Team on the development of the Racial Equity Toolkit and to implement the Toolkit recommendations.*

Response: Seattle Office of Civil Rights has adequate staff time to continue to work with the Navigation Team on the development and implementation of its Racial Equity Toolkit. Kelly O'Brien, SOCR RSJI Strategic Development Specialist, will support HSD with through the final stages of the RET process.

City Auditor Recommendations on 3.4 G: *HSD should consider team composition in the Navigation Team Racial Equity Toolkit.*

Response: The Navigation Team composition is being considered as part of the HSD's Racial Equity Toolkit, which is scheduled for completion in August 2019.

The following items under Checkpoints 1.1 were not aligned with the Navigation Team quality improvement goals identified by the Mayor's Office and HSD leadership as an area focus and will not be acted on.

Checkpoint 1.1: Analysis of Navigation Team Engagement Rate

City Auditor Recommendation 1.1 G: *The Executive should provide the Office of City Auditor with the following deliverables described in the Quarter 1 response: Results from the four focus groups conducted with Navigation Team staff and Licton Springs encampment residents.*

Response: The four focus groups that were planned at Licton Springs were not able to be completed due to transition of the Navigation Team from FAS to HSD in Q3 2018, and the closing of Licton Springs that began in November of the same year. HSD will gather consumer input in other ways.

Attachment A: Timetable for Re-Examining & Revising the Navigation Team Training Plan

Action	Responsible Party
Compile & Review Core-Competencies of Navigation Team Positions: <ul style="list-style-type: none"> – Field Coordinators – Outreach Staff – Police Officers (N/A See 1.4 A and 1.4 B) 	August Drake-Ericson, Navigation Team Operations Manager
Compile & Review Current Navigation Team Training Curriculum by Title, Topic, and Training Objectives	August Drake-Ericson, Navigation Team Operations Manager
Write & Submit Report to Director of Unsheltered Crisis Response Outlining: <ul style="list-style-type: none"> – How the current Navigation Team training curriculum does/does not address the core-competencies needed by the team – Specific curriculum changes required to align the Navigation Team curriculum with the Team’s core-competencies 	August Drake-Ericson, Navigation Team Operations Manager
Implement Necessary Changes to Navigation Team Training Curriculum	Jackie St. Louis, Manager of Unsheltered Crisis Response

Attachment B: Navigation Team Theory of Change

Desired Result		
2017 TOC Logic Model Goal		2019 TOC RBA Desired Result
The City's outreach to unsheltered individuals is efficient and effective in moving people out of hazardous conditions and onto a path toward health, stability, and permanent housing.		To connect unsheltered individuals at sites to be cleaned with existing services and shelter, bring more people inside and create faster resolutions to hazardous situations.
Strategies		
2017 TOC Logic Model Activity Headers		2019 TOC RBA Strategies
Understand the Need		Getting People Inside Connection to Services Address Hazardous/Unsafe Conditions
Offer Help		
Provide Support		
Improve Health and Safety		
Activities		
2017 TOC Logic Model Activities/Results		2019 TOC RBA Activities
Activities	Results	Activities
Engage and build relationships with individuals living unsheltered.	Offers of relocation to locations tailored to the needs of individuals are accepted.	Build relationships
Outreach data collection and analysis.	Offers of services and support that are tailored to the needs of individuals are accepted.	Provide basic needs: food/clothing/water
Make meaningful offers of shelter and services.	Individuals reconnected with personal support network (family, friends, etc.)	Offer Diversion
Problem-solve for individuals facing barriers to shelter and services.	Ensure racially equitable outcomes.	Make shelter referrals
Conduct Coordinated Entry for All (CEA) Assessments.	Belongings of those living unsheltered safely stored.	Facilitate needs assessment – unsheltered person identifies barriers to shelter/housing which can include needs such as medical, documentation, behavioral health, etc.
Facilitate registration for Seattle and King County Housing Authority lottery.	Transportation provided to alternate living arrangements.	Link to housing/shelter: <ul style="list-style-type: none"> • CEA Assessment • Confirmation of ID for shelter admittance • Connection to alternative housing resources
Ensure rights are protected through MDAR compliance.	Individuals entered into county-wide homeless support system.	Follow policy <ul style="list-style-type: none"> • Site inspections • Posted Notices
Harm-reduction interventions provided at current unsanctioned encampments.		Address health needs: <ul style="list-style-type: none"> • Mobile Crisis Team
		Store belongings
		Provide transportation

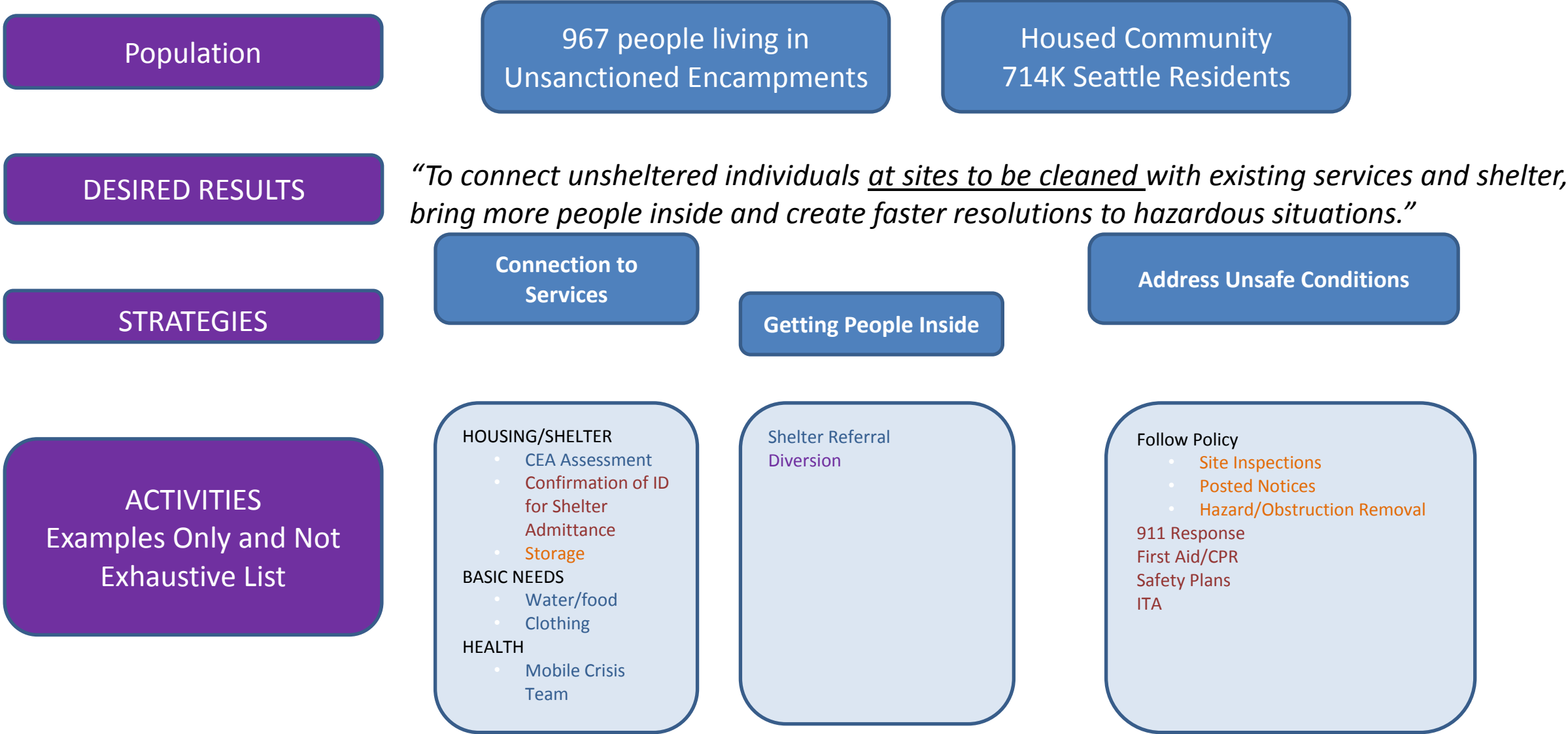
Assist with encampment hazard assessment. Assess encampments for particularly vulnerable individuals. Provide encampment cleanup support. Facilitate emergency medical response. Place individuals in crisis on 72-hour mental health hold.	Connection made with Child Protective Services. Referrals made to Crisis Clinics. Health and safety risks posed by unauthorized encampments are mitigated.	Follow policy <ul style="list-style-type: none"> • Site inspections • Posted Notices • Shelter Referral Address health needs via: <ul style="list-style-type: none"> • 911 Response • First Aid/CPR • Safety plans Address mental health needs via: <ul style="list-style-type: none"> • Involuntary Treatment Act (ITA)
---	--	---

Performance Measures

2017 TOC Logic Model Outcomes	2019 TOC RBA Performance Measures
Near Term	
Barriers to existing unsafe living conditions are reduced.	# of referrals to services by service category (documents, mental health, CEA, etc.)
Mitigation of immediate issues facing unsheltered individuals in crisis.	
Reconnection to personal support network facilitates exit of unsafe living situation.	#/% successful Diversions
	# contacts made (duplicated)
	# people contacted (duplicated/unduplicated)
Medium Term	
Individuals successfully enter appropriate support program (mental health, behavioral health, economic assistance, etc.)	# of referrals to shelter or villages
People living unsheltered voluntarily relocate to safer living situations.	% successful referrals (i.e., person stayed in shelter)
With immediate survival needs met, individuals begin to stabilize.	
Individuals begin developing a plan of action for improving circumstances.	This requires case management which is not part of the current outreach contract. Referrals to outreach providers who are contracted to do this are tracked.
Long Term	
Previously unsheltered individuals successfully embark upon a path to permanent housing.	# people moved toward more stable housing and/or to permanent housing
Reduction in the burden posed by the unsheltered population on the City's Emergency Response resources.	# of emergency responses (911) # of inspections
Improvement in Public Safety.	# Customer Service Reports (CSR) completed % of public inquiries resolved
Mitigation of public health hazards posed by unauthorized encampments.	# sites cleaned (duplicate/unduplicated) % of hazard rating changed after clean % of sites where it is safer for people to be able to remain in place
Individuals sustain participation in appropriate services to meet non-shelter needs.	% of people connected to services as indicted during screening by service category

Updated Navigation Team Theory of Change

Rooted in Results Based Accountability Framework



SPD REACH OPS SPD/REACH ALL

Performance Measures

Connection to Services	Getting People Inside	Address Hazardous/Unsafe Conditions
<p><u>Quantity:</u></p> <ul style="list-style-type: none"> # of contacts made # of referrals to services by service category (documents, mental health, CEA, etc.) # people contacted (dup/undup) <p><u>Quality:</u></p> <ul style="list-style-type: none"> % of people with a needs assessment screening <p><u>Impact:</u></p> <p>% of people connected to services as indicated during screening by service category (documents, mental health, CEA, etc.)</p>	<p><u>Quantity:</u></p> <ul style="list-style-type: none"> # of referrals to shelter # times Diversion utilized <p><u>Quality:</u></p> <ul style="list-style-type: none"> Shelter referrals reflect persons desires # of times a site is visited <p><u>Impact:</u></p> <ul style="list-style-type: none"> % of successful referrals (person stayed in shelter) Long Term – # people moved toward more stable housing and/or to PH % of public inquiries resolved 	<p><u>Quantity:</u></p> <ul style="list-style-type: none"> # of inspections (dup/undup) # CSRs completed # sites cleaned (dup/undup) # of emergency responses (911) <p><u>Quality:</u></p> <ul style="list-style-type: none"> % site journals completed in X amount of time from clean % of cleans completed as scheduled <p><u>Impact:</u></p> <ul style="list-style-type: none"> % of hazard rating changed after clean % of sites where safer for people able to remain in place Visually less tents in emphasis zones

Attachment C: 2018 Annotated Budget

Navigation Team - Citywide					
2018 Budget					
9/11/2018					
		Navigation Team			
Category	Department	2018 Description	2018 Adopted Budget	2019 Continuation	FTEs
Navigation Team	SPD	8 Officers	\$1,610,000	\$1,610,000	8.00
		1 Sergeant			1.00
		Overtime			-
		Vehicles			-
Navigation Team	FAS/HSD	Navigation Team Logistics Staff:	\$900,000	\$1,076,000	-
		Navigation Team Lead (E1)			1.00
		Encampment Response Manager (M2)			1.00
		(2) Field Coordinators (SA1)			2.00
		Communication Manager (SA2)			1.00
		Data Analyst (MSA)			1.00
		Outreach Supervisor (SA2)			1.00
		Admin Spec III			1.00
		Facility costs			-
Vehicle Costs	-				
Outreach	HSD	Outreach contract with REACH	\$728,000	\$728,000	-
Clean-Up	FAS	Vendor Clean-Up	\$834,000	\$834,000	-
Clean-Up	Parks	2 Clean-Up Crews	\$2,015,000	\$1,315,000	-
Total			\$6,087,000	\$5,563,000	17.00

Note that the clean-up budget for Parks in 2018 included one-time funding of \$700,000 for equipment and is removed in the 2019 continuation.

Attachment D: Homeless Spending Across Departments

Spending on homelessness is tracked by the finance staff of relevant City departments and reported at regular interval to the City Budget Office. Programs are budgeted in Budget Control Levels across the City as follows:

Homelessness Spending in the Human Services Department

Most of the City's direct spending on homelessness can be found in the Human Services Department's Addressing Homelessness BSL. The corresponding Budget Control Levels (BCLs) are 16200-BO-HS-H3000 for Human Services Fund budget and expenditures, and 00100-BO-HS-H3000 for General Fund budget and expenditures. This BSL is divided between three budget programs, with several homeless system investments contained in each:

- Homelessness Prevention
- Shelters & Housing
- Navigation Team (outreach and field coordinators).

In addition, to the Addressing Homelessness BSL, HSD invests in the Healthcare for the Homeless program through Seattle/King County Public Health. This is found in the Promoting Public Health BSL (in BCL 00100-BO-HS-H7000).

Direct Homelessness Spending in Other Departments

The below departments have direct spending on homelessness. Indirect costs that accrue to departments such as the Seattle Fire Department are not included the City's total for direct homelessness spending.

- Police Officer salaries for Navigation team are found in the Seattle Police Department's Patrol Operations BSL (BCL 00100-BP-SP-P1800)
- Encampment cleanup contracts held in the Department of Finance and Administrative Services are in the Facilities Services BSL (in BCL 50300-BO-FA-FACILITY)
- Encampment cleanup work done by Parks is spread through three BSLs:
 - Cost Center Maintenance and Repairs (in BCLs 10200-BO-PR-10000 and 00100-BO-PR-10000)
 - Leadership and Administration (in BCLs 10200-BO-PR-20000 and 00100-BO-PR-20000)
 - Recreation Facility Programs (in BCL 00100-BO-PR-50000)
- Support for those in Permanent Supportive Housing is found in the Office of Housing's Multifamily Housing BSL (in BCLs 16400-BO-HU-2000 and 16600-BO-HU-3000)
- Cleanup pilot programs run by Seattle Public Utilities are in that department's Utility Service and Operations BSL (in BCL 00100-BO-SU-N200B)
- The Department of Education and Early Learning invests in childcare for homeless families. This money is found in DEEL's Early Learning BSL (in BCL 17861-BO-EE-1L100)
- The Seattle Public Library invests in a social worker to connect homeless patrons with services. This is found in the Library Program and Services BSL (in BCL 10410-BO-PL-B4PUB)

Attachment E: RET Timeline

Next Steps	Responsible Party
Reconvene RET Team and Add Additional Members as Suggested by SOCR	August Drake-Ericson
Draft Budget for Public Engagement	August Drake-Ericson, with consultation from Kelly O'Brien, SOCR
Train RET Team on Collaborative Work Flow	Kelly O'Brien, SOCR
Request Approval of Public Engagement Budget	August Drake-Ericson
Revisit Stakeholder List	August Drake-Ericson, with consultation from Kelly O'Brien, SOCR
Survey Administration	August Drake-Ericson, with consultation from Jess Chow, HSD
World Café Community Engagement	August Drake-Ericson, with support from DON
Analyze Survey and Café Data	HSD's Data, Performance, & Evaluation Team
Develop RET Summary Document	August Drake-Ericson, with support from Kelly O'Brien – SOCR, Jess Chow – HSD, & HSD's Data, Performance, & Evaluation Team