



City of Seattle

Jenny A. Durkan, Mayor

Human Services Department

Jason Johnson, Acting Director

**Date:** July 31, 2019

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

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

**Subject:** Council Clerk File: Human Services Department (HSD) Navigation Team Q3 Proviso Report

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This report marks the second installment of reporting on the Navigation Team in 2019. Since taking on management of the Navigation Team last year, the Seattle Human Services Department (HSD) has made it a priority to improve both the team's performance and data protocols. Thanks to these priorities, Navigation Team data is now comparable on a quarterly basis, which allows for more consistent analysis of outreach data than previously available.

Additionally, we are pleased to report the **Q2 performance data shows the team is working at a higher capacity, getting more people connected to life-saving shelter than in the first quarter of this year.**

Here are key takeaways from the Q2 data:

- 16 percent increase in unique individuals engaged by the Navigation Team;
- 10 percent increase in unique individuals referred to shelters;
- 47 Navigation Team reserved beds available daily, rising from 17 beds available in Q1; ○
  - More beds available in basic shelter, tiny house villages, and enhanced shelters; and
- 79 more referrals to enhanced shelter and tiny house villages than in Q1.

This increase in outreach occurred at the same time the Navigation Team expanded its operational capacity in Q2, removing 18 more encampments under 72-hour notice [protocols](#) and 36 additional obstruction removals from the public rights-of-way when compared to Q1. The team also removed 405 tons of garbage, waste, and debris from Seattle's streets during this time, a 14% increase over the previous quarter. The team completed 160 more site inspections. Note, these figures reflect the most accurate accounting of operations and may slightly increase as additional data entry is completed by partner agencies, such as Parks and Recreation.

Together, these outputs demonstrate that the investments made by Mayor Durkan and City Council are beginning to work in concert, connecting vulnerable people to shelter while ensuring public health and safety is improved for all. From the investment of more shelter to the enhancements at villages to the hiring of System Navigators and increase of data support, changes to the Navigation Team and the system within which it works are yielding positive, measurable results.

Many of the resources and strategies utilized by the Navigation Team today were not yet developed when the team launched in 2017. Over time, it became clear more robust support was necessary to sustain the Navigation Team’s long-term mission to connect vulnerable people to shelter and to better measure the team’s output.

To address these realities, Mayor Durkan made historic investments to create over 500 new shelter beds in 2018 and added staff to the Navigation Team. Between 2017 and 2019, the team expanded to 38—which includes police officers, REACH outreach workers, additional Field Coordinators, data analysts, and System Navigators to expand outreach—the latter beginning work in June 2019.

While the new data capacity strengthens our understanding of the team’s impact, it also denotes an evolution in how outreach data can be examined. The method outreach data was collected and measured between 2017 through 2019 differs. For example, 2017 data was manually collected by various groups and entered manually by a single individual. 2018 data provided by the City’s contracted outreach provider included duplicated information. Also, in 2018, the team’s operations moved to HSD, which created challenges and opportunities for improvement. Now—thanks in no small part to the addition of HSD staff dedicated to data protocols—the outreach and operational data is more robust and can now be more easily measured quarter-to-quarter moving forward.

### Summary

This report 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 3 Report:

- Update on compliance with Auditor recommendations on
  - Checkpoint 2.1
  - Checkpoint 2.2
  - Checkpoint 2.3\*

\* HSD has not received recommendations on Checkpoint 2.3 from the Auditor; therefore a response is not included in this report.

Updates on Checkpoints 2.1 and 2.2 are organized into three categories.

#### – Items that align with the Mayor’s Office and HSD goals and have been completed:

- **City Auditor Recommendation 2.1 D:** *The City should consider increasing access to and use of diversion strategies for all City-funded homeless outreach (i.e., Navigation Team and other Cityfunded homeless outreach providers) to serve newly unsheltered individuals.*
- **City Auditor Recommendation 2.1 E-b:** *The Executive should increase opportunities for shared resources such as diversion and rapid re-housing assistance to increase resources and the speed with which people are transitioned to more stable housing options.*
- **City Auditor Recommendation 2.1 E-c:** *The Executive should increase skills and training for outreach staff to provide robust and trauma-informed mental health and substance use disorder services.*
- **City Auditor Recommendation 2.1 E-e:** *The Executive should increase the skillset of the Navigation Team to include stronger relationships with individuals with lived experience as peer supports.*

- **City Auditor Recommendation 2.2 A:** *Since enhanced shelters have 24x7 restrooms, showers, and laundry, the City should consider ways to quickly and significantly increase enhanced shelter capacity as a means of prioritizing hygiene.*
  
- **Items that align with the Mayor’s Office and HSD goals and are in process:**
  - **City Auditor Recommendation 2.2 B:** *The City should use data as well as input from unsheltered individuals to help design, implement, evaluate, and refine strategies for addressing gaps in hygiene services.*
  - **City Auditor Recommendation 2.2 C:** *The City should consider strategies to fill gaps in hygiene services that can maximize connections with outreach and other services.*
  
- **Items that are not in alignment and will not be addressed:**
  - **City Auditor Recommendation 2.1 A:** *The City should consider implementing frequent systematic tactical communication among outreach providers.*
  - **City Auditor Recommendation 2.1 B:** *The City should use a robust systematic approach for managing homeless outreach field operations and should consider reinstating elements of the ICS framework to help ensure effective management of homeless outreach field operations.*
  - **City Auditor Recommendation 2.1 C:** *The City should consider improving its capacity for receiving reports of newly unsheltered individuals and quickly dispatching outreach.*
  - **City Auditor Recommendation 2.1 E-a:** *The Executive should enhance data collection practices to create a history and duration of homelessness for all individuals encountered in the field.*
  - **City Auditor Recommendation 2.1 E-d:** *The Executive should increase partnerships with communitybased organizations that provide employment training, education and culturally based support services to improve client outcomes for housing retention.*
  - **City Auditor Recommendation 2.2 D:** *The City should establish a standard of care for all its 24x7 toilets and drop-in shower sites (e.g., provision of towels and toiletries and clearly posted hours for drop-in services).*
  - **City Auditor Recommendation 2.2 E:** *The City should consider developing consistent signage or posters for all its drop-in hygiene sites that provides important information for unsheltered individuals, including contact information for City homeless outreach.*

Sincerely,

**Jason Johnson**  
Acting Director, Human Services Department

Cc: Tiffany Washington, Deputy Director of Homelessness

## 1. Reporting Requirements for Every Quarter

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

<b>Reporting Requirement</b>	<b>Response: Q2 of 2019</b>
Total Number of Individuals Interacted With*	852

Total Number of Contacts/Engagements Made with Above Individuals*	1519		
Breakdown, by Percentage, of Services Most Frequently Requested (One Individual Could Have Requested Multiple Services)^	Total	637	
	Basic Needs - Granola Bar, Water, Socks	20	3%
	Benefits Activation	6	1%
	Case Management Connection	116	18%
	Substance Use Recovery Support	14	2%
	Data Not Collected	12	2%

	Direct Support - Vehicle Repair	0	0%
	Direct Support - Education	0	0%
	Direct Support - Employment	5	1%
	Direct Support - Housing	12	2%
	Direct Support - ID	4	1%
	Family Reconnection/Relocation	8	1%
	Information	34	5%
	Legal Support Connection	1	0%
	Medical Support Connection	4	1%
	Direct Support - Mediation/Conflict Resolution	0	0%
	Declined	207	32%
	Direct Support - Mental Health	4	1%
	Motel Voucher	0	0%
	Welfare Check	6	1%
	Reentry Support Connection	0	0%
	Safe Lot for Vehicle	2	0%
	N/A	70	11%
	Storage	2	0%

	Diversion	4	1%
	Provided Contact Information	41	6%
	Referral - Vehicle Repair	1	0%
	Referral - Education Support	1	0%
	Referral - Employment Support	26	4%
	Referral - Housing Support	30	5%
	Referral - ID Support	2	0%
	Referral - Mediation/Conflict Resolution	0	0%
	Referral- Mental Health Support	5	1%
Breakdown, by Percentage, of Client Demographic Information (These are most often Nav Team/Outreach perceived. Making change in 2019 to ensure also self-identified.)*	<b>Gender</b>		
	Male	527	62%
	Female	218	29%
	Trans Female	3	0%
	Trans Male	0	0%
	Gender NonConforming	1	0%

	Data Not Collected	73	9%
	Refused	0	0%
	<b>Race</b>		
	American Indian or Alaska Native	43	5%
	Asian	22	3%
	Black/African American	234	27%
	White/Caucasian	429	50%
	Multiracial	47	6%
	Hawaiian/Other Pacific Islander	13	2%
	Data Not Collected	64	8%
	<b>Ethnicity</b>		

	<table border="1"> <tr> <td>Non-Hispanic/NonLatino</td> <td>746</td> <td>88%</td> </tr> <tr> <td>Hispanic/Latino</td> <td>74</td> <td>9%</td> </tr> <tr> <td>Data Not Collected</td> <td>32</td> <td>4%</td> </tr> </table>	Non-Hispanic/NonLatino	746	88%	Hispanic/Latino	74	9%	Data Not Collected	32	4%
Non-Hispanic/NonLatino	746	88%								
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Total Number of Referrals to Shelter or Villages*	258									
Referral Rate (Number of unduplicated individuals with at least one referral divided by # of unduplicated individuals interacted with.)*	26% (224 unique individuals receiving referrals divided by 852 unique individuals engaged)									
Breakdown of Referrals to Specific Shelter-Types*	<table border="1"> <tr> <td>Basic Shelter</td> <td>26</td> </tr> <tr> <td>Enhanced Shelter</td> <td>215</td> </tr> <tr> <td>Tiny House Village/Sanctioned Encampment</td> <td>17</td> </tr> </table>	Basic Shelter	26	Enhanced Shelter	215	Tiny House Village/Sanctioned Encampment	17			
Basic Shelter	26									
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Average Daily Shelter Bed Availability, by Type	<table border="1"> <tr> <td>Overall</td> <td>41</td> </tr> <tr> <td>Basic Shelter</td> <td>31</td> </tr> <tr> <td>Enhanced Shelter</td> <td>8</td> </tr> <tr> <td>Tiny House Village/Sanctioned Encampment</td> <td>2</td> </tr> </table>	Overall	41	Basic Shelter	31	Enhanced Shelter	8	Tiny House Village/Sanctioned Encampment	2	
Overall	41									
Basic Shelter	31									
Enhanced Shelter	8									
Tiny House Village/Sanctioned Encampment	2									
Number of Instances Diversion Strategies/Resources Utilized	N/A									
Tonnage of Garbage, Waste, and Debris Removed from Unmanaged Encampments (Quarterly and YTD)	405.31									

Total Number of Inspections Conducted	230	
Total Number of Unmanaged Encampments Removed, by 72hr Cleanup, Obstruction, and Hazard	72-Hr Clean	28
	Obstruction	99
	Hazard	8

\* SPD and REACH data included; NOTE – SPD did not provide deduplicated information for the month of June, so duplications may exist

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

### Analysis of Emerging Trends<sup>1</sup>

*Engagements:* While there was a 3 percent decrease in total Navigation Team engagements with individuals living unsheltered from Q1 to Q2 2019<sup>2</sup> (from 1519 in Q2 to 1564 in Q1), the number of engagements with unique individuals increased by 16 percent (from 737 in Q1 to 852 in Q2). This could indicate that the team is spending more time engaging the same individuals than they are in one-off conversations with individuals. This data reflects an 11% increase in unique males engaged and an 18% increase in unique females engaged. In fact, across all race and ethnicity classifications, the Navigation Team engaged unique individuals at a greater rate in Q2 than in Q1.

*Referrals:* There were also significant increases in overall shelter referrals and referrals made to unique individuals. Specifically, there was a 16% increase from Q1 to Q2 2019 in the total number of referrals to shelters/villages (222 in Q1 to 258 in Q2), and a 10% increase in unique individuals receiving those referrals (203 in Q1 to 224 in Q2).

The referrals to shelter in Q2 indicate a trend of placing individuals in shelters that more closely reflects requests. A 65% decrease in basic shelter requests from Q1 to Q2 (23 to 8), corresponds with a 64% decrease in referrals to basic shelter from Q1 to Q2 (72 to 26). Similarly, there was a 54% increase in requests for enhanced shelter referrals that corresponds with a 58% increase in referrals to enhanced shelters. And, there was a 104% increase in requests for tiny house village referrals and a 21% increase in referrals to tiny house villages. The limited availability of tiny house villages transfers to limits in the team’s ability to refer into the beds.

*Bed Availability:* From Q1 to Q2, there was an overall increase of daily shelter bed availability from 17 in Q1 to 41 in Q2. The average daily basic shelter beds increased from 11 to 31, enhanced shelter beds increased by 3, and tiny house villages by 1.

*Waste Removal:* The tonnage of garbage, waste, and debris removed from unmanaged encampments increased by 14% from Q1 to Q2, from 355 tons in Q1 to 405 tons in Q2.

<sup>1</sup> Regular audits of the data and data cleaning processes explain some minor discrepancies in the Q1 numbers reflected here and those reported in the Q1 report.

<sup>2</sup> Given the recent enhancements in Navigation Team data collection, trend analysis has been done on Q1 and Q2 2019 data sets to provide the greatest accuracy in comparisons.

*Inspections:* The Navigation Team increased the number of inspections conducted in Q2 by 265%, as compared to Q1 (from 63 to 230). Encampments were also addressed at higher rates. 72-Hr Cleans increased from 10 in Q1 to 28 in Q2, Obstructions increased from 63 to 99, and Hazards increased by from 6 in to 8.

*Trend Summary:* In sum, the data suggests that the Navigation Team is meeting both of its goals – 1) to provide unsheltered individuals with meaningful outreach and shelter referrals while also 2) keeping the City clean and accessible. The Navigation Team is effectively engaging unsheltered individuals, placing them in shelters that meet their requests (enhanced shelter beds and tiny house villages). These referrals are also ones designed to assist individuals with housing permanence. Referrals are bolstered by a significant increase in the daily shelter bed availability, making it easier for the team to refer unsheltered individuals into placements with more services and supports. This corresponds with a significant increase in Navigation Team engagements with unique individuals, suggesting that the team is spending more time with individuals and referring them into appropriate shelter placements.

### **Progress in Developing a Racial Equity Toolkit**

HSD and SOCR continue to collaborate on the Racial Equity Toolkit process and have added a representative of SPD, a representative of the Outreach community, and a representative of the unhoused community on their workgroup. A summary of completed and remaining steps is detailed below.

<b>Completed Steps</b>	<b>Responsible Party</b>
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 Workflow	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

<b>Remaining Steps</b>	<b>Responsible Party</b>
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 Q2 2019**

The Navigation Team attended trainings to support the increased capacity and coordination between SPD officers and HSD. This included cross training of CPT and bike patrol officers, and new workflows for Field Coordinators and System Navigators to provide 7 day a week support to people living unsheltered. Mental Health First Aid training was scheduled for May, but the instructor canceled due to health concerns.

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

Mental Health First Aid training has been rescheduled for July for all Navigation Team members who have not completed this course. Field Coordinators will attend Fall Protection Class in August.

## **Qualitative Updates on New Shelter Resources**

No new shelter resources came online in Q2 2019.

## **2. Additional Requirements for the Quarter 3 Report**

By July 31, 2019, the Executive shall provide a report to the Council on compliance with Auditor recommendations on:

- Checkpoint 2.1: Assessment of Opportunities for Early-Outreach Intervention
- Checkpoint 2.2: Assessment of Opportunities for Prioritizing Hygiene

***The following items aligned with the Navigation Team’s 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 2.1: Assessment of Opportunities for Early-Outreach Intervention**

***City Auditor Recommendation 2.1 D:*** *The City should consider increasing access to and use of diversion strategies for all City-funded homeless outreach (i.e., Navigation Team and other City-funded homeless outreach providers) to serve newly unsheltered individuals.*

**Response:** HSD partnered with King County and All Home in the development and rollout of the Diversion Centralized Fund, operated by Africatown. The Fund, which came online in December 2018, allows trained programs to explore diversion strategies with the individuals they work with, including reunification with friends and family. All programs without existing diversion dollars, including City-funded homeless outreach programs, have been encouraged to receive training and complete the necessary steps to allow them to access the Fund on behalf of their clients.

***City Auditor Recommendation 2.1 E-b:*** *The Executive should increase opportunities for shared resources such as diversion and rapid re-housing assistance to increase resources and the speed with which people are transitioned to more stable housing options.*

**Response:** The Navigation Team was trained in Diversion in Q1 2019. Connecting individuals to housing resources requires that households complete a CEA housing assessment. The Navigation Team partner REACH has the ability to perform housing assessments while out in the field and individuals may also complete assessments at Regional Access Points. These system-level strategies are designed to connect unsheltered individuals to diversion and housing resources as quickly as possible.

***City Auditor Recommendation 2.1 E-c:*** *The Executive should increase skills and training for outreach staff to provide robust and trauma-informed mental health and substance use disorder services.*

**Response:** The Navigation Team core-competencies and training curriculum are currently being evaluated. Competencies, trainings, and assessments related to trauma-informed care, mental health, and substance use disorders will be updated as part of this process. Trauma Informed Care Training was provided to all components of City of Seattle Navigation staff on July 30<sup>th</sup>.

Additionally, HSD recently added two System Navigators to the Navigation Team and is in the process of adding a part-time Mental Health Specialist to the team. The two System Navigators have significant professional training and experience providing support to homeless individuals with behavioral health conditions, and the Mental Health Specialist will have a professional focus in these areas. All new Navigation Team members attended a trauma-informed care training in July 2019.

**City Auditor Recommendation 2.1 E-e:** *The Executive should increase the skillset of the Navigation Team to include stronger relationships with individuals with lived experience as peer supports.*

**Response:** Navigation Team members are selected, in part, based on their ability to participate in a personcentered approach and connect with people experiencing unsheltered homelessness. Once hired, training and onboarding provides team members with additional skills and resources to enhance their abilities to make meaningful connections with individuals out in the field. Additionally, in April 2019 HSD added a year-long AmeriCorps position to support the homelessness work of the department. This position was designed for, and filled by, an individual with lived homeless experience within the Seattle system, and brings a wealth of expertise to the team.

#### **Checkpoint 2.2: Assessment of Opportunities for Prioritizing Hygiene**

**City Auditor Recommendation 2.2 A:** *Since enhanced shelters have 24x7 restrooms, showers, and laundry, the City should consider ways to quickly and significantly increase enhanced shelter capacity as a means of prioritizing hygiene.*

**Response:** In 2018, as part of the Mayor's Path to 500, the Human Services Department invested in an additional 236 new enhanced shelter beds for a total of 668 basic beds (32%) and 1411 (68%) enhanced beds. Additionally, HSD has researched cost-effective and time-efficient way to bring new enhanced shelter beds online including repurposing vacant buildings or erecting tension-membrane structures, which are being used as shelters in several US cities on under-utilized land.

**The following items aligned with the Navigation Team's quality improvement goals identified by the Mayor's Office and HSD leadership as an area of focus and are in process.**

#### **Checkpoint 2.2 Assessment of Opportunities for Prioritizing Hygiene**

**City Auditor Recommendation 2.2 B:** *The City should use data as well as input from unsheltered individuals to help design, implement, evaluate, and refine strategies for addressing gaps in hygiene services.*

**Response:** Addressing the health and hygiene needs of individuals living without shelter, as well as the environmental impacts of unsheltered homelessness, continues to be a priority for the City. HSD uses data and best-practice strategies to inform all hygiene proposals. HSD's Public Health strategist is also consulted and informs recommendations. HSD recognizes the importance of engaging service-users in servicedesign and will explore ways to have people with lived experience provide input on hygiene services in advance of the next RFP process.

**City Auditor Recommendation 2.2 C:** *The City should consider strategies to fill gaps in hygiene services that can maximize connections with outreach and other services.*

**Response:** Providers in the outreach continuum are experts in developing strategies to meaningfully engage with their target population, including forming partnerships with other community providers serving the same population. REACH, for example, has formed a partnership with Aurora Commons in order to engage with individuals utilizing the Commons drop-in services. HSD will support all outreach providers to refine and enhance their partnership and engagement strategies in the next RFP process.

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

#### **Checkpoint 2.1 Assessment of Opportunities for Early-Outreach Intervention**

***City Auditor Recommendation 2.1 A:*** *The City should consider implementing frequent systematic tactical communication among outreach providers.*

**Response:** City-funded outreach providers work, connect, and network with each other daily. To help coordinate and inform providers, the City convenes outreach providers within the continuum care at least once a month to coordinate service delivery and to inform outreach providers of City strategies and goals. These meetings provide a space for providers and the City to exchange timely and important information.

***City Auditor Recommendation 2.1 B:*** *The City should use a robust systematic approach for managing homeless outreach field operations and should consider reinstating elements of the ICS framework to help ensure effective management of homeless outreach field operations.*

**Response:** HSD manages and coordinates the field operations that are directly connected to the work of the Navigation Team. This coordination is done in collaboration with SPD, SDOT, Parks, WSDOT, and REACH. While HSD is not pursuing the ICS framework currently, with ongoing structural changes and alignment within the outreach continuum, HSD is open to exploring this model in the future as a method to improve delivery of services.

***City Auditor Recommendation 2.1 C:*** *The City should consider improving its capacity for receiving reports of newly unsheltered individuals and quickly dispatching outreach.*

**Response:** There are several existing avenues to connect individuals to the homeless service system:

- Individuals experiencing homelessness contacting service providers directly
- Social service providers, faith communities, or other professionals contacting the system on individuals’ behalf, with their consent
- Outreach providers locating and supporting people directly in the community

These connection points are in addition to the existing systems that currently allow people to request help for themselves or other individuals experiencing a medical or mental health crisis. Given the multiple connection points, as well as the strength of Crisis Connections 2-1-1 which is specially designed to connect individuals to community services, HSD will not be pursuing an outreach dispatch system at this time.

***City Auditor Recommendation 2.1 E-a:*** *The Executive should enhance data collection practices to create a history and duration of homelessness for all individuals encountered in the field.*

**Response:** Providers who are part of the broader outreach continuum, including REACH who works with the Navigation Team, already enter homeless history into HMIS for individuals to whom they are providing services.

**City Auditor Recommendation 2.1 E-d:** *The Executive should increase partnerships with community-based organizations that provide employment training, education, and culturally based support services to improve client outcomes for housing retention.*

**Response:** The responsibility for improving client outcomes for housing retention via linkages to employment training, education, and culturally relevant support services is held by shelter, rapid-rehousing, transitional housing, and permanent supportive housing providers. Housing retention outcomes are measured through the system-wide performance standard *Returns to Homelessness*.

**City Auditor Recommendation 2.2 D:** *The City should establish a standard of care for all its 24x7 toilets and drop-in shower sites (e.g., provision of towels and toiletries and clearly posted hours for drop-in services).*

**Response:** The City encourages a high standard of care for its contracted hygiene providers and also allows for variability in how programs structure and provide their services. HSD will consider defining a formal standard of care in its next RFP process. Updates on the specific types of services are provided below:

- *City-Funded Hygiene Centers:* HSD has reached out to all City-funded hygiene sites to ensure that each has clearly posted hours of operation as well as visible 2-1-1 flyers to help people connect to the homeless service system.
- *Parks Community Centers and Comfort Stations:* HSD recently connected with the Parks Department and received an update on the shower amenities offered at Community Centers. HSD recognizes Parks' authority and expertise in managing their community centers and park comfort stations to a high standard for the benefit of all community members.
- *Portable Toilets:* HSD is evaluating investments in this area given the inherent challenges in maintaining clean and functional portable toilets.

**City Auditor Recommendation 2.2 E:** *The City should consider developing consistent signage or posters for all its drop-in hygiene sites that provides important information for unsheltered individuals, including contact information for City homeless outreach.*

**Response:** Crisis Connections 2-1-1 is a well-known, effective resource specially designed to connect individuals to community services. HSD encourages all of its funded drop-in hygiene centers to prominently display 2-1-1 posters to support individuals in connecting to the homeless services system and other beneficial supports.