



Center City Initiative Outreach and Engagement

Policy and Procedures for the CCI Multi- Disciplinary Team

City of Seattle

Human Services Department

In Partnership with

Seattle Police Department

Seattle Parks Department

Seattle City Attorney

Seattle Department of Transportation

Public Defender Association

Downtown Seattle Association

Downtown Emergency Services Center

REACH

INTRODUCTION

As a result of significant challenges occurring downtown, the Center City Initiative (CCI) was launched in 2012 through the Mayor's office. Current membership includes all City departments as well as members from the business community and tourism industry. Early in the Initiative development stakeholders identified a clear need to address street disorder in the CCI coverage area. After a thorough literature review and a community engagement process were completed it was determined that additional outreach capacity was needed if CCI was going to have impact on improving conditions downtown. Research demonstrates that when conducted consistently, outreach can stimulate behavioral change and increase opportunities for risk/harm reduction modalities among the targeted clients.

In 2013, the City of Seattle began funding an Outreach and Engagement Initiative to support CCI. The Executive projects approximately 150 adults will be served in 2014 through the Center City Outreach and Engagement Initiative using a multi-disciplinary team approach. The Metropolitan Improvement District (MID) Outreach Team is the service provider tasked with initial outreach and service coordination. The Multi-Disciplinary Team (MDT) will ensure that all parties coordinate efforts and holistically address service gaps and service planning for the target population through intensive coordination and communication. The MID Outreach Team will identify and facilitate necessary service linkages and explore opportunities, while working to maintain engagement with the individual.

The Multi-Disciplinary Team Overview:

The purpose of the MDT is to ensure that City departments, other government agencies and service providers are coordinating efforts and holistically addressing service gaps and service planning for the target population. The MID Outreach Team will provide intensive case management services to individuals who are causing problems in downtown neighborhoods but whose behavior does not make them eligible Law Enforcement Assisted Diversion (LEAD) participants. Specific behaviors that will trigger MID Outreach and MDT involvement have been identified through efforts of the Center City Initiative Roundtable conversation and were further refined by the Outreach Steering Committee that met in 2013 to inform ongoing outreach efforts.

Strategy: The MID Outreach Team will apply both a place-based and a person-based approach. The MID Outreach Team will focus on problematic individuals in high traffic areas such as Westlake Park and Occidental Square Park or other areas identified by the MDT members. The MDT will provide assistance using a comprehensive and flexible approach based on best practices and the specific needs of individuals. The agencies represented at the MDT operate independently, but the information exchanged at the MDT may be used to inform the decisions made by represented agencies. The MDT will have a complementary relationship with the LEAD program. The MDT will meet weekly to review the status of individuals identified by the MID Outreach Team.

Membership: In addition to the MID outreach team, the MDT will consist of the Community Police Team and Mountain Bike Patrol officers from the Seattle Police Department (SPD), Park Rangers and concierge staff from Seattle Parks, Downtown Emergency Service Center's (DESC) HOST program, Evergreen Treatment Services' REACH program, Department of Correction officers from the Neighborhood Corrections Initiative, Seattle Union Gospel Mission's (UGM) Mental Health Professional, the City Attorney's office and the Public Defender Association. The team may also include Seattle's Community Court, SPD's Crisis Intervention Team and King County's Mobile Outreach Crisis Solution team.

LEAD and MDT:

The LEAD program is designed to divert individuals committing low level narcotics and prostitution offences to case management and services instead of the criminal justice system. As a result of the 2014 budget actions taken by the Mayor and City Council, the LEAD program will expand boundaries to include all of the CCI coverage area. This coverage area is defined as Belltown, Downtown Core, Waterfront, Pioneer Square and the Chinatown/International District. LEAD protocols for diversion remain unchanged with this expansion effort. The key distinction between LEAD and MDT is that in order to participate in LEAD an individual must be facing a potential arrest for a low-level narcotics or prosecution offense. Alternatively, the MDT will be focused on individuals exhibiting certain problematic behaviors but who are not LEAD eligible.

Accountability and Authority:

The Mayor's Office will provide policy oversight for the MDT Initiative. Deputy Mayor Hyeok Kim or designee will serve as the Mayor's Office's program lead. A steering committee consisting of key staff from the departments of Human Services, Police, Planning & Development and Parks will provide ongoing support. Human Services will lead weekly MDT coordinating meetings.

Identification of MDT Participants:

The MID Outreach Team will identify potential clients through observation of the following civil infractions and/or challenging behaviors.

- Aggressive panhandling: following people, repeat asks, threatening.
- Parking "piracy": holding parking spaces, standing next to the parking meter.
- Sit/lie Violations: sleeping in prohibited areas, loitering on sidewalks, pedestrian interference.
- Mental Health issues: outbursts, poor self-care, vulnerability, delusions, unwillingness to seek assistance for critical health needs such as open wounds, severe weather shelter.
- Chemical dependency issues: open air use, poor self-care, resistance to services due to use.
- Alcohol dependency issues: open air use, poor self-care, resistance to services due to use.

- Aggressive/borderline violent behavior towards others.
- Chronic street presence with known neighborhood impact.
- Public urination/defecation.

The MDT will review and address the following indicators:

- Frequent interactions and/or citations with SPD
- Violation of Park's rules/codes of conduct/exclusions
- Vulnerability due to intoxication
- Vulnerability due to psychosis
- Sitting or lying on sidewalks
- Violent outbursts/aggressive outbursts
- Impacts/complaints from business owners, residents and visitors
- Frequent interactions with outreach staff

Intervention Protocol:

1. MID Outreach Team will generally have first contact with potential MDT clients.
2. MID Outreach Team will develop a priority list of clients based on direct behavioral observations and assessment of neighborhood impact. MID Outreach Team will present observations at MDT weekly meetings.¹
3. SPD, Parks and Fire will provide information (background, observations, etc.) to further compile case histories.
4. DESC, REACH and YouthCare outreach staff will provide information where possible to clarify treatment plans, housing plans and other details while maintaining client confidentiality.
5. MDT members will be identified for completion of action items and report back to MDT on progress, necessary follow-up and completion.
6. SPD will exercise their discretion in addressing criminal infractions and arresting individuals who are committing crimes. They may rely on information gained at MDT meetings in order to make that decision.
7. SPD officers will exercise their discretion in issuing citations for civil infractions.
8. SPD officers will make outreach referrals to MID Outreach while on patrol as warranted using the criteria identified in this document.
9. MID Outreach Team staff schedule is currently 1pm to 10pm with two teams of two, seven days per week.
10. The City Attorney's office will participate in the ongoing assessment of progress of individuals where appropriate, consideration of filing of charges by the City Attorney for failure to respond

¹ SPD will continue to make referrals to the LEAD program in accordance with current LEAD protocol.

to multiple civil citations, in order to direct an individual to Community Court and its available services.

Client Confidentiality:

1. Individuals engaged by MID Outreach Staff will sign a release of information detailing how information will be used and shared which will include all members of the MDT.
2. MID Outreach Staff will collect Safe Harbors consent forms to allow for data collection and program reporting.
3. Information will not be shared outside of the MDT without proper consent forms in place.
4. Partner agencies providing mental health and chemical dependency treatment services will not disclose information protected by HIPPA regulations. These providers will determine when specific information can be disclosed in the interest of ensuring adequate continuity of care for clients.

Service Modality:

Persons engaged in street dependent behaviors or otherwise marginalized often do not find site based services accessible. The MID Outreach Team will utilize a person centered approach to address and “triage” the multiple needs of presenting individuals in the targeted downtown neighborhoods. The intention will be to first address basic needs (shelter, food and clothing). Outreach will attempt to engage clients where they are physically and mentally through the development of supportive and respectful relationship development.

Individuals will be identified for engagement based on the behaviors outlined in this document. As supported by best practice research, the MID Outreach Team will likely encounter individuals multiple times before the individual is ready to engage in a service delivery relationship. Services rendered will be assessed on a client by client basis and will likely include:

- Housing referral
- Addictions treatment referral
- Mental Health treatment referral
- Coordination of mainstream benefits such as ABD, SSI, etc.
- Coordination with current case managers where possible
- Health care referral
- LEAD referral
- Transportation assistance
- Obtaining state ID
- Basic needs assistance

There are currently no formal referral agreements for housing or treatment services, however as the MDT progresses it is anticipated that formal agreements will develop between a number of publically funded organizations. It is expected that DESC, Compass Housing, REACH, YouthCare and UGM will work collaboratively to address client needs. Referral practices in place in our community are often based on case manager relationships with individual program staff. Formal agreements will be required with non-city funded MDT members who provide services and are interested in accessing the CCI service dollars.

The MDT provides a venue to make targeted referrals to appropriate services for outreach clients, such as to REACH services for chronically homeless individuals with substance abuse and other barriers; to LEAD for low-level drug market and prostitution offences; and to DESC HOST program for individuals with co-occurring mental health and chemical dependency barriers. MID Outreach referrals to other programs within MDT partners may include housing and other supportive service opportunities, however at this time there are no housing or other supportive service resources set-aside specifically for MID Outreach clients.

Service Funding:

The MID Outreach team will be responsible for managing a pool of service funding that can be utilized by service providers participating in the MDT. Approval for expenditure will be provided by the MDT during weekly meetings through discussion and member approval. HSD will contract with the MID to manage the services funding allocated for expenditure by the MDT. The MID will be responsible for purchasing services for clients identified by MDT partners once the MDT has developed a client action plan.

Reporting and Program Outcomes:

HSD has contracted with the MID to provide outreach services to support the Center City Initiative effort. Per the contract, services provided by the MID will be used to assess program impact and effectiveness. MID will have the sole responsibility of tracking outreach engagements, services provided and/or purchased in the Safe Harbors HMIS. The MID Outreach team will ultimately be accountable for data collection and reporting. The MID Outreach team will record client demographic information, outreach attempts, engagements and referrals through the Safe Harbors HMIS. Safe Harbors will create unduplicated client records of service for every individual contacted through outreach. Services rendered will be recorded in each individual client record for aggregate reporting quarterly to the Executive and Council.

Program outcomes to be measured include: numbers of clients contacted through outreach; clients engaged in ongoing case management; clients moved to emergency shelter or other housing options; clients engaged in mental health or chemical dependency treatment services; and linkages to benefit services.