

Assessment of the Seattle Municipal Court Resource Center

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Seattle Office of City Auditor

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Report Highlights

Background

Seattle City Councilmember M. Lorena González asked our office to assess the Seattle Municipal Court Resource Center (CRC). The CRC provides on-site “wrap around” social services to Seattle Municipal Court (Court) clients in different stages of the criminal justice process to help ensure their compliance with Court commitments and orders. Some of its goals are to prevent convicted clients from reengaging in criminal activity by addressing underlying issues that led them to the criminal justice system, and to assist formerly incarcerated clients with their reintegration into their communities. The Councilmember’s request for this audit followed the Court’s 2017 unfunded budget request to reinstate two positions to manage and staff the CRC, which were eliminated in the City’s 2010 budget process.

What We Found

The CRC’s lack of permanent staffing and budget hampers every aspect of its operations and delivery of services, from ensuring the reliability of client data to providing adequate customer service. It also hampers the efforts of Court and CRC staff to play key roles in City and regional initiatives to address challenges such as homelessness, mental health and substance abuse, and the effective reintegration of individuals with criminal histories into our communities. Despite these resource limitations, from January 2015 to February 2017, the CRC had nearly 10,000 visits. Over 80 percent of the visitors were Court clients and a third were homeless or had unstable housing.

Recommendations

We make six recommendations to address our findings:

Recommendation 1: To increase the accuracy of Court Resource Center (CRC) client data, the Seattle Municipal Court should continue its efforts to improve the CRC client sign-in form and the spreadsheets used to track client-reported data.



WHY WE DID THIS AUDIT

This audit was conducted in response to a request from Seattle City Councilmember M. Lorena González that we assess the effectiveness of the Seattle Municipal Court Resource Center (CRC). Specifically, we were asked to review:

- CRC visitors’ demographic characteristics
- CRC’s organizational structure, and staffing levels
- Social services provided at the CRC
- CRC policies and procedures

HOW WE DID THIS AUDIT

To accomplish this work, we:

- Analyzed CRC client demographic data
- Observed CRC operations
- Reviewed Court standards, budgets, and reports
- Evaluated the CRC’s organizational structure, staffing, and costs
- Conducted interviews with Court and City department officials, service providers, and CRC volunteers
- Compared the CRC with another agency
- Assessed the CRC’s customer service efforts

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Recommendation 2: To ensure adequate coverage at the Court Resource Center (CRC), including back-up plans for coverage when social service provider staff are absent, the Human Services Department (HSD) should obtain the input of the Seattle Municipal Court staff for HSD's negotiation and review of contracts or sections thereof that it manages related to service providers and services provided at the CRC.

Recommendation 3: The Seattle Municipal Court should track and report the number of unique clients it serves to improve its understanding of Court Resource Center clients' demographics.

Recommendation 4: Court Resource Center (CRC) staff and volunteers should access the Seattle Municipal Court's two information systems (MCIS¹ and SeaTrac²) to determine whether CRC visitors are participants in Court sanctioned programs. This would eliminate the need for CRC visitors to know and report their Court referral source when they come to the CRC and the CRC's reliance on client self-reported information.

Recommendation 5: The Seattle Municipal Court should monitor and use Court Resource Center (CRC) client demographic data to inform decision making regarding the CRC's services, service providers, and outreach efforts.

Recommendation 6: The City should recognize the Court Resource Center (CRC) as a viable program, and the City Budget Office should work with the Seattle Municipal Court to assess the CRC's staffing and budgetary needs.

We will follow-up on these recommendations for our next annual recommendation follow-up report.

¹Municipal Court Information System (MCIS)

²SeaTrac is the case management information system that Court Probation Officers use to track their caseload.

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INTRODUCTION

Audit Overview

Seattle City Councilmember M. Lorena González requested that our office provide information about and assess the Seattle Municipal Court Resource Center (CRC). The CRC provides on-site social services (see Appendix E for a description of services) to Seattle Municipal Court (Court) clients in different stages of the criminal justice process to help ensure their compliance with Court commitments and orders, help prevent clients from engaging in criminal activity, and assist with their reintegration into their communities after incarceration. The request followed a Court 2017 unfunded budget request to reinstate two CRC positions that were cut during the City of Seattle's (City) 2010 budget process.

The value of providing social services to individuals with criminal histories is well documented. Collateral consequences of a conviction and incarceration can include financial impacts (e.g., loss of benefits and wages, reduced employment options), housing instability and lack of access to housing, deportation, impacts on mental and physical health, family separation, and tension and negative impacts on children. National court standards and studies recognize the role of municipal courts in providing and coordinating social services to individuals in pre-trial status, those diverted from jail, and those reentering communities after incarceration, and in helping to reduce racial disparities in the criminal justice system. A [2015 Substance Abuse and Mental Health Services Administration \(SAMHSA\) report](#) identified Seattle's Mental Health Court as a municipal court that was achieving effective diversion, which is the avoidance or radical reduction in jail time achieved by linkage to community based services. The success of a court's diversion efforts is partially attributed to it assessing the likelihood of whether someone will return to court and the availability of established linkages to community based services for offenders.

Background

The Court processes more cases than any other municipal court in the state of Washington. The Court adjudicates misdemeanors, gross misdemeanors, traffic and parking violations and other infractions, and civil violations related to building and zoning offenses.

Historically, the Court has served some of its clients through four specialty courts:

- Community Court, which was established to help individuals who repeatedly commit low-level crimes access critical social

Reducing Barriers and Providing Access to Social Services to Court Clients is an Appropriate Court Role:

“Functional levels of people with mental illness vary, as does capacity to take responsibility for following through with court/supervision mandates and treatment plan goals. An individual experiencing homelessness may still be using alcohol and drugs or may be at risk for relapse, and psychiatric conditions may deteriorate. Basic subsistence and survival needs must be addressed. Optimally, institutional barriers to care are minimal. On-demand access, where clients are welcomed even if they are late or miss appointments, is an example. Frequency of contact by linkage staff should be based on individual need and urgency.”

[Substance Abuse and Mental Health Services Administration. Municipal Courts: An Effective Tool for Diverting People with Mental and Substance Use Disorders from the Criminal Justice System. HHS Publication No. \(SMA\)-15-4929. Rockville, MD: Substance Abuse and Mental Health Services Administration, 2015.](#)

- services while they perform community service in the neighborhood where the crime occurred
- Mental Health Court, a voluntary program for defendants who may experience mental health issues
- Domestic Violence Court
- Veterans Treatment Court

In each of these courts, judges and court staff have made referrals to the CRC to enhance compliance with court ordered conditions.

In 2017, the Court decentralized its Community Court model by increasing opportunities for referral to court diversion programs in all its courts. These alternative sentencing options expanded on the Court’s success with Community Court and highlighted the role of CRC:

“Recognizing that unmet, complex social needs often cause individuals to intersect with the criminal justice system, the Court continues to increase partnerships with community service providers through our Court Resource Center to address these issues while increasing an individual’s opportunity for future success.” *Seattle Municipal Court Presiding Judge Karen Donohue.*

The CRC has been in operation since 2002, when the Court chose to become a “problem solving court” and planned for CRC space in the Seattle Municipal Justice Center. The CRC is open Monday-Friday, 8am-4pm. Its purpose is to provide on-site social services to the Court’s pre-trial defendants, people released from jail and on probation, and clients with unstable housing. Because the CRC does not have any permanent staff or budget authority, most of these services are provided by community-based social services providers. In addition, some of the Court’s Probation Services staff and volunteers provide limited services and staff the front desk reception area on a rotating basis, which includes entering visitor information into CRC spreadsheets.

The services offered at the CRC include providing clients with links to service providers that can provide substance abuse and mental health treatment services, and addressing clients’ needs related to housing, education, and employment. Such services can help prevent clients from engaging in criminal activity and assist with their reintegration into their communities after incarceration.

According to Court officials, the Court’s decision to create the CRC was in response to the National Center for State Courts’ Trial Court Performance Standards, which seek to measure and improve court effectiveness in five areas: 1) Access to Justice, 2) Expedition and Timeliness, 3) Equity, Fairness, and Integrity, 4) Independence and

Accountability, and 5) Public Trust and Confidence. The Court's mission statement incorporates the principles of these standards, which are to provide individuals a forum to resolve alleged violations of the law in a respectful, independent, and impartial manner.

Trial Court Performance Standard 3.5 places the responsibility for enforcing court orders on courts. It states that no court should be unaware of or unresponsive to realities that cause its orders to be ignored. Standard 2.2 requires that court information and services be provided in a timely and expeditious manner. Services provided to those within the court's jurisdiction may include legal representation or mental health evaluation for criminal defendants, protective or social services for abused children, and translation services for some litigants, witnesses, or jurors. The CRC has facilitated the Court's ability to work with other government agencies and community-based organizations to enhance compliance with court-ordered conditions. At the CRC, an array of services support court clients at various stages of the criminal justice process, including those awaiting trial, completing court orders, and reentering the community after incarceration.

Organizationally, the CRC is situated within the Court's Probation Services Division, whose role is to:

- Assist the courts in decision making through probation reports and in the enforcement of court orders;
- Provide services and programs that afford opportunities for offenders to change behaviors; and
- Broker community referrals for a broad range of therapeutic intervention programs, including those directed at addressing substance abuse, mental health, domestic violence, homelessness, and unemployment.

**Data Lacking to Address
Some Elements of
Councilmember's
Request**

We found that, due to the lack of permanent staffing and budget authority, the CRC does not gather some of the information we were asked to review. Consequently, we analyzed the data available to address the audit objectives to the extent possible. When there were no available data for information requested, we explain this and identify what changes would need to be made to enable collection of the information.

This report is organized into eight sections. In section 1 we describe and assess the validity of CRC data, because we refer to the results of our data analysis throughout our report. Section 2 provides information on the frequency of CRC daily and monthly visits and of

unique³ visitors. Section 3 provides a breakdown of past and current Court CRC clients compared to non-Court clients who visited the CRC. In section 4, we provide information about CRC visitors' demographics, including age, gender, race/ethnicity, and the number of visitors who identified as homeless or with unstable housing. We provide information in section 5 about CRC operations, including organization, staffing, volunteers, service provider contracts, and costs associated with the CRC. Section 6 evaluates the frequency of the services provided at the CRC. Section 7 compares the CRC to services provided by another agency whose goals are similar to the CRC's. Finally, section 8 evaluates the CRC's customer service delivery against the City's Customer Service Bill of Rights.

Exhibit 1 displays where we addressed Councilmember González's specific requests in the report.

³ Unique visitors refer to individuals who visited the CRC, as opposed to a count of visits, for which there could be many from the same client.

Exhibit 1: Report Location of Request Responses		
Councilmember González Request	Report Section and Page	Comments
Daily/Monthly Utilization	Section 2, page 11	
Unique Clients and Clients Who Visit More than Once	Section 2, page 13	
Demographic Characteristics of CRC Clients	Section 4, page 20	The CRC does not request information on its visitor sign-in form about visitors' educational level and job status. However, information about visitors receiving education and job assistance can be gleaned from the analysis of the frequency of services provided. The form also does not request information about visitors' family members and the number of their children or dependents.
Shelter Status (Homelessness and Unstable Housing)	Section 4, page 26	
Court vs. Non-Court Clients	Section 3, page 15	
Court Sanctioned Diversionary Programs	Section 3, page 16	Since the Court does not track whether CRC clients are participants of Court sanctioned diversionary programs, we relied on the clients' self-reported referral sources, which included three of five diversion programs: Mental Health Court, Community Court, and Day Reporting. Referrals also included those made by the Court's Probation Services staff, which included referrals to the CRC of clients who were not involved in diversion programs.
Organizational Model	Section 5, page 29	This section provides information about where the CRC is located and how it is organized and managed. We also provide information about contracts and Memorandum of Agreements with CRC service providers.
Staffing Levels, including Volunteers	Section 5, page 29	
Services Provided	Section 6, page 33 and Appendix E, page 58	
Comparable Services	Section 7, page 39	We compared the CRC with King County's Community Center for Alternative Programs (CCAP) because they focus on similar populations and provide similar services.
Follow-up Policies	Not applicable	CRC staff and volunteers do not follow-up with their visitors. Some CRC service providers may conduct follow-up on their CRC clients depending on the service provided. We note the

		lack of follow-up in section 8 in our assessment of CRC's customer service.
Organization Charts	Appendix C, page 53	1) Seattle Municipal Court 2) Seattle Municipal Court Probation Services Division and staff
List of Service Providers, Contract/MOA Details, and Service Hours	Section 6, page 30 and Appendix D, page 55	
Strengths and Weaknesses	Section 6, page 36	This information was obtained from interviews with service providers.
Other City Departments	Appendix D, page 55	Seattle Public Library provides services at the CRC.

RESULTS AND RECOMMENDATIONS

Summary of Results and Recommendations

The Court Resource Center (CRC) exists to address the complex underlying issues that resulted in an individual's involvement with the criminal justice system and to meet national court standards to prevent court clients' from ignoring court orders. The CRC has a daily average of 18 visitors. The CRC has no permanent staff positions or budget; therefore, it has not developed policies and procedures or internal controls for CRC client data. Temporary and rotating Court Probation Services Division staff (CRC Staff) and volunteers who staff the CRC front desk reception area do not follow-up with visitors after they leave the CRC. The lack of permanent staff resources and budget affect the Court's ability to coordinate with service providers and hold them accountable, and limits its ability to address the challenges CRC's client population faces. Further, due to a lack of staff resources, the CRC faces challenges in data gathering and service provider contract management, which prevents analysis related to clients' needs and to service provider performance that could support decision making and program planning.

To address our findings, we made six recommendations:

Recommendation 1: To increase the accuracy of Court Resource Center (CRC) client data, the Seattle Municipal Court should continue its efforts to improve the CRC client sign-in form and the spreadsheets used to track client-reported data.

Recommendation 2: To ensure adequate coverage at the Court Resource Center (CRC), including back-up plans for coverage when social service provider staff are absent, Seattle Municipal Court staff should provide input to the Human Service Department (HSD) for HSD's negotiations and review of contracts or sections thereof that it manages related to service providers and services provided at the CRC.

Recommendation 3: The Seattle Municipal Court should track and report the number of unique clients it serves to improve its understanding of Court Resource Center clients' demographics.

Recommendation 4: Court Resource Center (CRC) staff and volunteers should access the Court's two information systems (MCIS and SeaTrac) to determine whether CRC visitors are participants in Seattle Municipal Court sanctioned programs. This would eliminate the need for CRC visitors to know and report their Court referral source when they come to the CRC and the CRC's reliance on client self-reported information.

Recommendation 5: The Seattle Municipal Court should monitor and use Court Resource Center (CRC) client demographic data to inform

decision making regarding the CRC's services, service providers, and outreach efforts.

Recommendation 6: The City should recognize the Court Resource Center (CRC) as a viable program, and the City Budget Office should work with the Seattle Municipal Court to assess the CRC's staffing and budgetary needs.

1. Data Reliability

To address Councilmember González's request regarding the number and frequency of CRC visits, demographics of visitors, and the services the CRC provided to visitors, we relied on the data in CRC spreadsheets that Court officials provided us. The spreadsheets consist of data from the CRC visitor sign-in form (See Appendix B). CRC reception staff (Probation Services Division staff or volunteers) request that visitors to the CRC complete a sign-in form, and CRC reception staff review the form and complete the form's services section, which indicates the services that the CRC will provide the visitor. CRC reception staff then enter the information from the sign-in form into a spreadsheet. This information enables the Court to track the number of CRC visitors, visitor demographics, the source of referrals, and services the CRC provides its clients. We used this data for several analyses in this report.

Reliability Testing Revealed Significant Data Issues

To determine the validity of the data in the spreadsheets, we reviewed a random sample of 51 CRC visitor sign-in forms from late 2016 and early 2017, and compared the information noted on them to the data entered in the two CRC spreadsheets the Court provided us. The results of the testing revealed significant issues. Of the 51 sign-in forms we reviewed, only eight had data that matched the spreadsheets' contents. The remaining 43 sign-in forms had at least one inconsistency with the corresponding entry in the spreadsheets. Examples of data fields with inconsistencies include gender, race/ethnicity, whether the individual was a Court client (i.e., had a current or closed case with the Court), case numbers, individual's referral source, and the service the individual received from the Washington State Department of Social and Health Services (DSHS). In several cases, the information on the sign-in form was blank, but the field in the spreadsheet was filled in. Additionally, although our data reliability analysis did not identify errors in the names entered from the sign-in forms, our data analysis revealed that the names of many visitors with the same case number or phone number were misspelled, making it challenging to identify unique and repeat visitors.

Based on our review of the data in our sample, we concluded that some data fields had significant errors and inconsistencies (i.e., data fields with data inconsistencies in over 10 percent of the data entries). We shared this finding and the following observations and suggestions for improvements with Court staff:

Observation 1: CRC visitor sign-in form information did not always match corresponding entries in the CRC spreadsheets.

Suggestions:

- Court staff should address inconsistencies between the information requested in the CRC visitor sign-in form and the data fields in the spreadsheets.
- Court staff should eliminate answer options on the sign-in form that result in conflicting information. For example, if the question is about the client's Court referral source, then "walk-in" should not be an option for an answer.
- If Court staff and volunteers find that information on the sign-in form is incorrect, they should cross-out the incorrect information and write in the correct information, so the information from the sign-in form matches the information in the spreadsheets.

Observation 2: CRC staff and volunteers are not consistently reviewing sign-in forms to verify their accuracy or to identify inconsistencies or errors, and there are no internal controls in place to ensure the integrity of the data.

Suggestions:

- CRC sign-in forms should be reviewed by CRC staff and volunteers, and staff and volunteers should work with clients to resolve unintelligible, inconsistent, or confusing responses.
- The accuracy of the data entry should be verified independently and regularly.

Observation 3: CRC visitor sign-in form is difficult to complete and requires clients to know information not readily available to them.

Suggestion:

- Some information on the sign-in form should be completed by CRC reception staff rather than the client. For example, Court clients should not be required to know the status of their case, case number, or referral source. The Court should establish a method for CRC reception staff to easily find and enter case numbers, referral sources, and other information desired about CRC visitors on the sign-in form.

During our audit, the Court began revising the CRC sign-in form and its instructions to staff. We encourage the Court to complete this process.

Recommendation 1

To increase the accuracy of Court Resource Center (CRC) client data, the Seattle Municipal Court should continue its efforts to improve the CRC client sign-in form and the spreadsheets used to track client-reported data.

2. CRC Visits and Unique Visitors

We analyzed CRC visitor data to determine the daily and monthly frequency of visits and to estimate the number of unique visitors to the CRC.

Daily and Monthly CRC Visits: January 2015 – February 2017

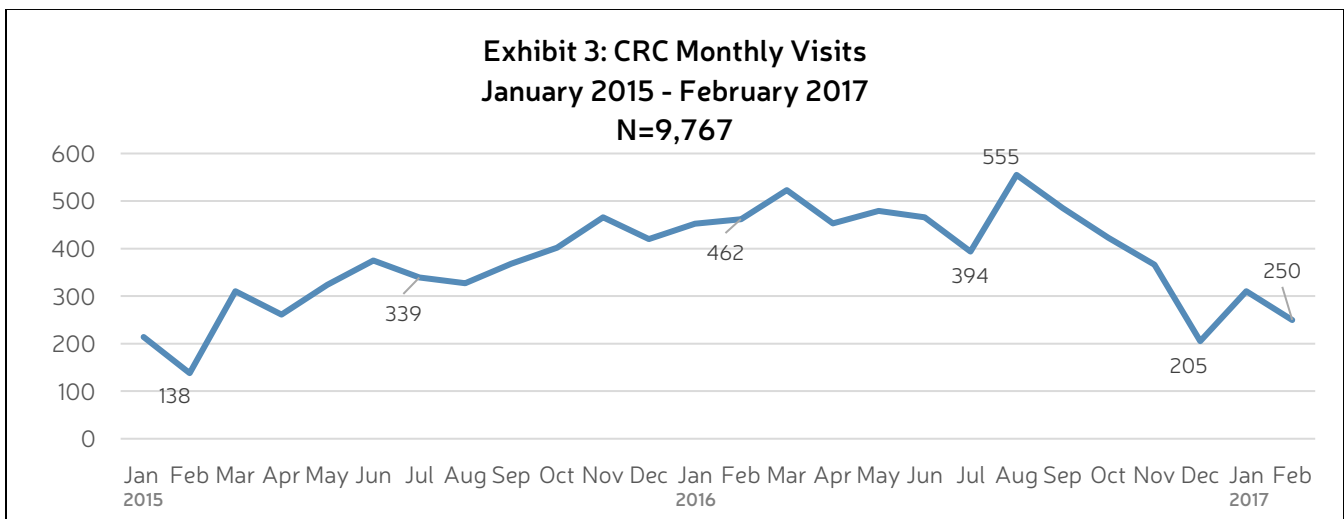
During the 26-month period of data we reviewed, we found the CRC had nearly 10,000 visits, with a daily average of 18 visits.

Exhibit 2 displays average and monthly CRC visits by year. The average number of visits per month was 376 for the 26 months of data in our review (i.e., January 2015 – February 2017).

Exhibit 2: CRC Average Daily and Monthly Visits by Year (All visits)		
Year	Average Daily Visits	Monthly Visits
2015	16	339
2016	22	439
January 2017 – February 2017	15	280
January 2015-February 2017	18	376

Source: Office of City Auditor Analysis of CRC Client Data

Exhibit 3 shows the actual monthly visits over the 26-month period in our review, with a noticeable reduction in monthly visits in late 2016 and early 2017.



Source: Office of City Auditor Analysis of CRC Client Data

December 2016 Drop in CRC Visits Due to Service Provider Vacations and Court Changes

Court officials stated that the low number of visits to the CRC in December 2016 resulted from staffing issues and Court changes. According to these officials, there were fewer client visits in December 2016 relative to preceding months because DSHS staff were on vacation for five days and were not providing services at the CRC. In addition, staff from Therapeutic Health Services and Sound Mental Health were on vacation for a combined total of three weeks during the period. Knowing that various service providers were not available, Court staff were less likely to refer people to the CRC for services. In addition, Community Court referrals for November and December 2016 were lower than usual and Community Court was closed the week of December 25, 2016, resulting in fewer referrals from Community Court to the CRC. Community Court reductions and closures occurred just before the Court's changes to Community Court, which were reflected in the low numbers in January 2017. Rather than having one Community Court, the Court now offers community service as part of sentencing in multiple courts.

No Back Up Plans for Absent Staff in Contracts

We reviewed CRC service provider contracts and found that they had no provisions or back up plans for when service providers are out sick or on vacation (see Appendix D for details related to the City and Court contracts and memorandums of agreements [MOAs] with service providers). Because some of the service provider contracts are not with the Court, but are with the Seattle Human Services Department (HSD) as part of larger City contracts with these service providers, they lack important details about when service providers will be at the CRC and what happens when a service provider is unable or unavailable to provide services at the CRC. The lack of permanent CRC staff limits the Court's ability to negotiate and monitor service provider contracts to ensure service provider coverage occurs every day that the CRC is open. To improve staffing coverage at the CRC, the Court should be involved with the development of service provider contracts related to the CRC, and there should be a mechanism for Court staff to provide feedback to HSD about service provider performance at the CRC under HSD contracts.

Recommendation 2

To ensure adequate coverage at the Court Resource Center (CRC), including back-up plans for coverage when social service provider staff are absent, Seattle Municipal Court staff should provide input to the Human Service Department (HSD) for HSD's negotiations and review of contracts or sections thereof that it manages related to service providers and services provided at the CRC.

Identifying Unique Clients Problematic Due to Spreadsheet Errors and Inconsistencies

The Court does not report the number of unique clients it serves and we faced challenges in trying to distinguish unique from repeat visitors. Because the CRC's spreadsheets did not contain birthdates, we could not easily make this distinction. In addition, we found many errors in the spelling of visitors' names. For example, we identified many entries with the same case number but with slight variations of similar names.

We reviewed sign-in forms and found that visitors were not being asked to print their name. Therefore, many visitors provided signatures that were difficult to read, and entries in the spreadsheet with the same case number may have two or three similar names associated with it. While requiring CRC visitors to print their names may be an improvement, we also found several forms with illegible printed names. We verified that the front desk reception staff who enter information from the sign-in form do not review the forms to clarify illegible names or find the correct spelling.

Given the challenges of identifying unique visitors by name and case number alone, we identified unique visitors by searching for entries that included the same information in two or more key data fields, including last name, first name, case number, and all combinations of these fields. From this analysis of the Court's data, we determined that there were between 4,728 and 6,422 unique visitors, out of 9,767 visits listed in the spreadsheets, from January 2015 through February 2017. The remaining entries in the Court's spreadsheets were from visitors who visited the CRC more than once.

Exhibit 4 shows the different combinations of duplicate queries we conducted on CRC client data.

Exhibit 4: January 2015 - February 2017 Combined Data (total of 9,767 entries)			
Data Fields Examined	Duplicate Entries	Unique Entries	Unique Entries as a Percentage of Total
First Name, Case Number	5,039	4,728	48%
Last Name, First Name	4,421	5,346	55%
Last Name, Case Number	4,316	5,451	56%
Last Name, First Name, Case Number	3,345	6,422	66%

Source: Office of City Auditor Analysis of CRC Client Data

Because of the large number of spelling errors we found with names, we concluded that using the duplicate results for last name and case number provided the most accurate results. Therefore, of the 9,767 recorded visits to the CRC, we estimated that 5,451, or 56 percent, were for unique visitors. The Court concurred with our conclusion.

Recommendation 3 **The Seattle Municipal Court should track and report the number of unique clients it serves to improve its understanding of Court Resource Center clients' demographics.**

3. CRC’s Clientele: Court Clients and Non-Court Clients

Current and Past Court Clients Represent Most of CRC Visitors

Councilmember González requested that we provide information on CRC’s clients. In this section, we provide information on the number of CRC clients that were or are also Court clients, versus CRC clients with no Court history. Using the data available for the period January 2015-February 2017, we found that of 9,767 visits to the CRC, 76 percent were by Court clients. Of the unique CRC clients that we identified, over 80 percent (4,361) were current or past Court clients.

However, the number of visitors that were or are Court clients could be underrepresented because it is based on self-reported data. CRC reception staff do not verify whether visitors identified themselves accurately as Court clients or non-Court clients. This information can be obtained by looking up the visitor’s name in the Seattle Municipal Court Information System or the Court’s public information portal. In addition, the CRC sign-in form did not request the visitor’s court case status and Court staff do not include the case status in the CRC spreadsheet; therefore, we could not differentiate between current and former Court clients or CRC clients with open or closed cases.

Exhibit 5 displays the number of Court clients versus non-Court clients for all visits and unique clients.

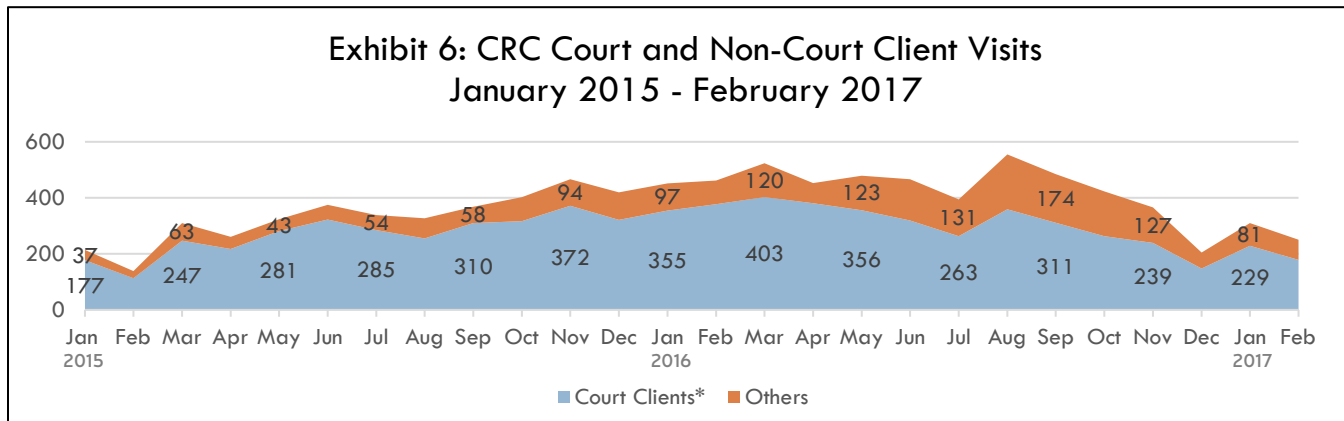
Exhibit 5: Seattle Municipal Court Clients vs. Non-Court Clients January 2015 - February 2017		
Combined Total Entries (visits)	9,767	100%
CRC Spreadsheet entries with Case Numbers, Court Client selected, and/or Community Court, and/or Mental Health, and/or Probation, and/or Day Reporting and/or Other Day Reporting* selected	7,398	76%
Non-Court Client Entries	2,369	24%
Unique Clients**	5,451	100%
Unique Clients with Case Numbers, Court Client Marked, and/or Community Court, and/or Mental Health, and/or Probation, and/or Day Reporting and Other Day Reporting selected	4,429	81%
Non-Court Unique Client Entries	1,022	19%

Source: Office of City Auditor Analysis of CRC Client Data

*The CRC sign-in form referral field had an “other” category to allow the client to write in different referral sources. This other field listed “Day Reporting,” as the referral source for many entries, which we included in the count of Court clients.

**Unique Client population was based on the number of clients with unique names and case numbers.

Exhibit 6 compares CRC visits by month of Court clients and Non-Court clients.



Source: Office of City Auditor Analysis of CRC Client Data

* Court clients include current and past Seattle Municipal Court clients.

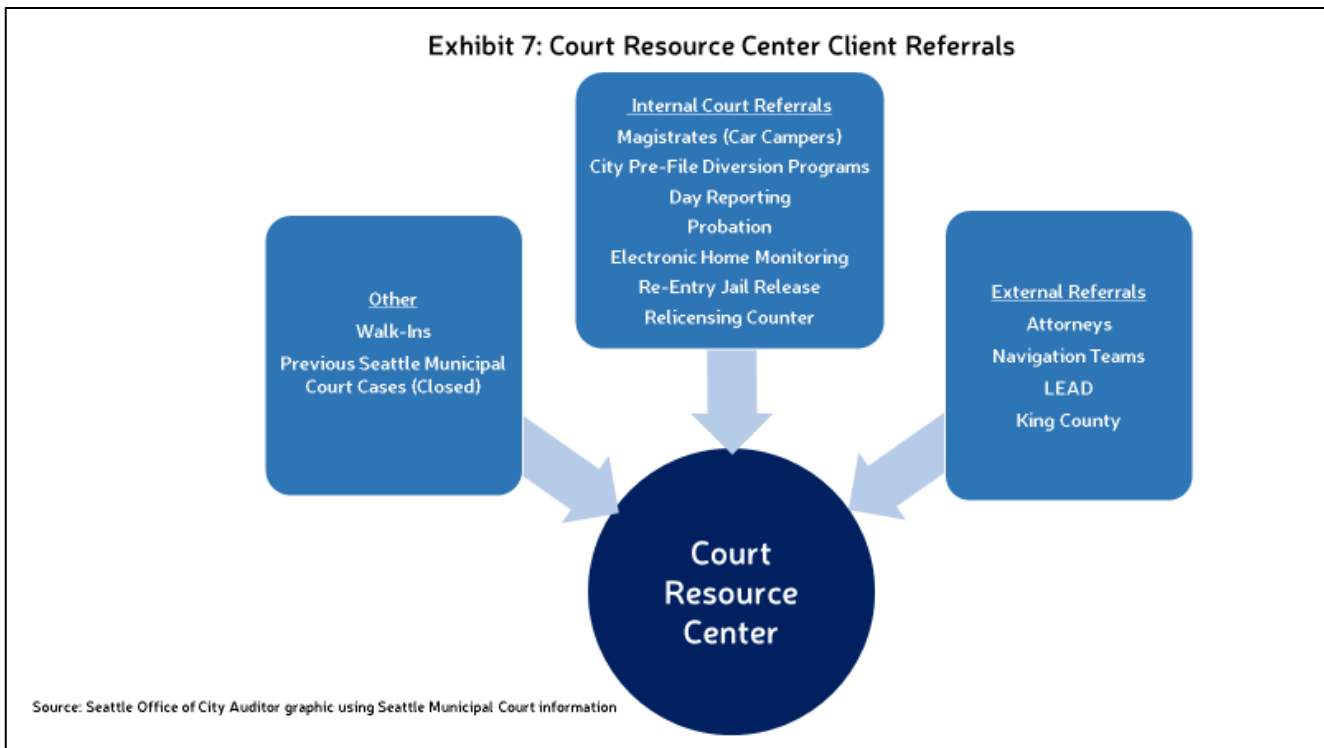
CRC Client Participation in Court Diversion Programs Data Not Available

Councilmember González also requested that we identify the CRC clients who were from Court sanctioned diversion programs. However, the sign-in form that CRC visitors complete does not ask them about their participation in diversion programs and the Court does not track this information. Also, the form does not provide a complete list of diversion programs in its referral source list. The list includes only Community Court, Mental Health Court, and Day Reporting, three of the five diversion programs, and Probation. The other two diversion programs are Pre-trial Diversion, and Work Crew. Moreover, some clients indicated conflicting referral sources on the sign-in forms, and we found several inconsistencies between the referral source information on the sign-in forms and what the CRC spreadsheets tracked. We concluded that, for many visitors, the question about referral source on the sign-in forms was not well understood. Due to the number of errors we detected in the referral source data (i.e., the CRC spreadsheet and the sign-in forms), we concluded that it would not be feasible to use these sources to identify which clients that visited the CRC were current clients of Court sanctioned diversion programs.

According to Court officials, CRC clients are referred to and come to the CRC from a variety of sources, including the Court (internal referrals) and external sources such as the City’s Navigation Team.⁴ Others are walk-ins and have had no previous association with the Court.

Exhibit 7 below shows the various sources of CRC referrals and clients.

⁴ The City’s Navigation Team is comprised of outreach workers paired with specially trained Seattle Police Department personnel, who work to connect unsheltered people to housing and critical resources.



Although we could not identify the CRC clients who were from all the Court’s diversion programs, we summarized the self-reported referral information for the three Court diversion programs provided as options on the CRC sign-in form: Community Court, Mental Health Court, Day Reporting. We also summarized information about how many clients indicated they were referred by Probation, although this number may include individuals who did not participate in a diversion program.

In 2015-2016 the CRC spreadsheet captured more than one referral source for many clients, because drop down menus were not available on the CRC spreadsheet. Consequently, some entries showed conflicting referral sources. In 2017, drop down menus were added to the spreadsheet, which allowed CRC staff and volunteers entering the data to select only one referral source. We encourage the Court to continue its use of drop down menus in the CRC spreadsheets to eliminate the possibility of more than one referral source, and to facilitate easier verification and greater accuracy of the data.

Exhibit 8 shows the Court referral sources for visits to the CRC in 2015 and 2016. For those clients who selected more than one referral source, we counted all the sources they selected.

Exhibit 8: Court Client Referrals by Program, as Self-Reported on CRC Sign-In Forms 2015 - 2016				
	Community Court	Mental Health Court	Day Reporting	Probation
Community Court	2,921	31	20	108
Mental Health Court	31	277	10	63
Day Reporting	20	10	395	26
Probation	108	63	26	2,403

Source: Office of City Auditor Analysis of CRC Client Data

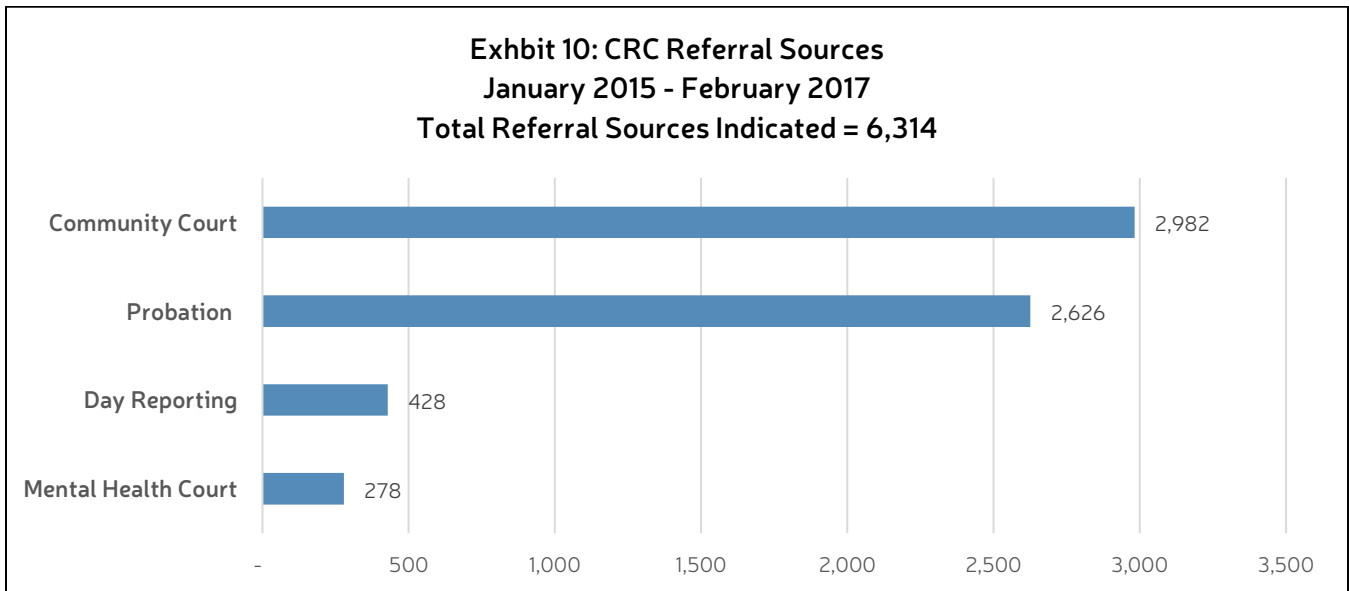
Exhibit 9 shows the referral source from January-February 2017.

Exhibit 9: Court Client Referrals by Program, as Self-Reported on CRC Sign-In Forms January - February 2017				
	Community Court	Mental Health Court	Day Reporting	Probation
Count	61	1	33	223

Source: Office of City Auditor Analysis of CRC Client Data

The decrease in referrals from Community Court from 2015-2016 to 2017 (from a monthly average of 122 referrals to an average of 30) stems from the Court’s decision to decentralize Community Court. Effective January 2017, Community Court, where individuals were assigned to perform community service in lieu of jail time or other court sanctions, was replaced with the Seattle Municipal Court Connected program. This program expands the Court’s needs-based sentencing efforts and increases opportunities for referral to Court diversion programs from all the courts rather than from only Community Court.

Exhibit 10 below summarizes self-reported referral sources from January 2015 through February 2017.



Source: Office of City Auditor Analysis of CRC Client Data

The number of referrals from the four Court programs may be influenced by the type of program. Individuals may participate in Community Court up to four times and individuals can be on probation up to five years. According to Court officials, the number of people on probation at any given time is in the thousands, while the Day Reporting program has about 100-150 participants at any given time. Therefore, the large number of referrals from Community Court and Probation, compared to Day Reporting and Mental Health Court, may reflect the number of participants in each program and the length of time individuals participate in the programs.

Recommendation 4 Court Resource Center (CRC) staff and volunteers should access the Seattle Municipal Court’s two information systems (MCIS and SeaTrac) to determine whether CRC visitors are participants in Court sanctioned programs. This would eliminate the need for CRC visitors to know and report their Court referral source when they come to the CRC and the CRC’s reliance on client self-reported information.

4. CRC Visitors' Demographics

We used CRC spreadsheet data for January 2015-February 2017 to analyze the age, gender, and race/ethnicity of CRC visitors.⁵ For some of the data, we included information about Seattle and King County's demographics and the demographics of King County's jail population.

Age

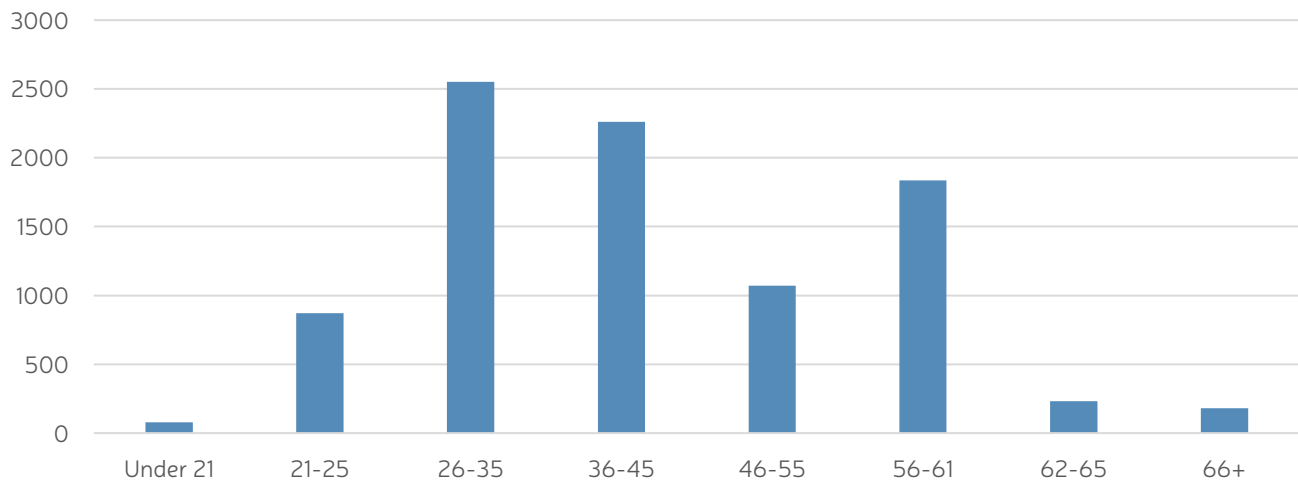
We used judgmental age groupings to show the various populations that visit the CRC, including youth (under 21), young adults (21-25), middle aged adults (36-45 and 46-55), individuals near early retirement age (56-61), individuals near receiving Medicare (62-65), and individuals eligible for Social Security retirement and Medicare benefits (66+). We analyzed client ages for all visits, as opposed to the ages of unique visitors, because to maintain client confidentiality, the Court did not provide us with birthdates by client.

Exhibit 11 shows the number of CRC visits by client age.

⁵ There are different totals for age and gender because not all clients provided their date of birth or selected a gender.

Exhibit 11: CRC Visits by Age of Client January 2015 - February 2017		
Age Group	Number of Visits	Percent of Total Visits
Under 21 = Youth	79	<1%
21-25 = Young Adult	870	9%
26-35 = Adults	2,780	29%
36-45 = Middle Age	2,261	24%
46-55 = Middle Age	1,313	14%
56-61 = Near Retirement	1,836	19%
62-65 = Pre-Medicare	233	2%
66+ = Eligible for Retirement and Medicare	180	2%

CRC Visits by Age of Client
January 2015 - February 2017



Source: Office of City Auditor Analysis of CRC Client Data

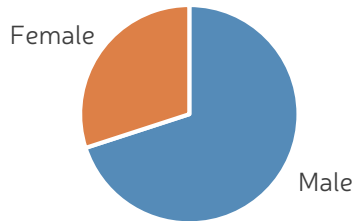
Gender

We found many more men than women visited the CRC, potentially because of the greater number of men in the criminal justice system. Between January 2015 and February 2017, men accounted for 70 percent of CRC visits and made up 72 percent of CRC clients.

Exhibit 12 displays the number of CRC visits by client gender.

Exhibit 12: Visits by Client Gender January 2015 - February 2017		
Gender	Number of Visits	Percent of Total Visits
Male	6,538	70%
Female	2,793	30%
Total	9,331	100%

**CRC Visits by Client Gender
January 2015 - February 2017**

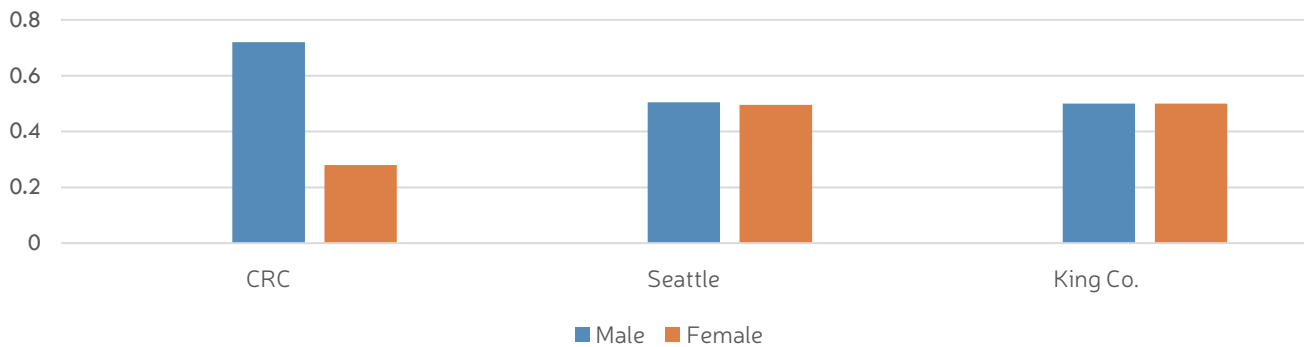


Source: Office of City Auditor Analysis of CRC Client Data

In Exhibit 13, we compare the gender of unique CRC visitors with Seattle and King County residents in 2015. While Seattle and King County gender populations are evenly split, most CRC visitors are male.

Exhibit 13: CRC Unique Clients by Gender Compared to Gender of Seattle and King County Residents in 2015			
	CRC	Seattle	King County
Male	72%	51%	50%
Female	28%	49%	50%

**CRC Unique Clients by Gender
Compared to Gender of Seattle and King County Residents in 2015**



Source: Office of City Auditor Analysis of CRC Client Data

We found that there was a higher percentage of females in the CRC client population than in the King County average daily jail population, as shown in Exhibit 14.

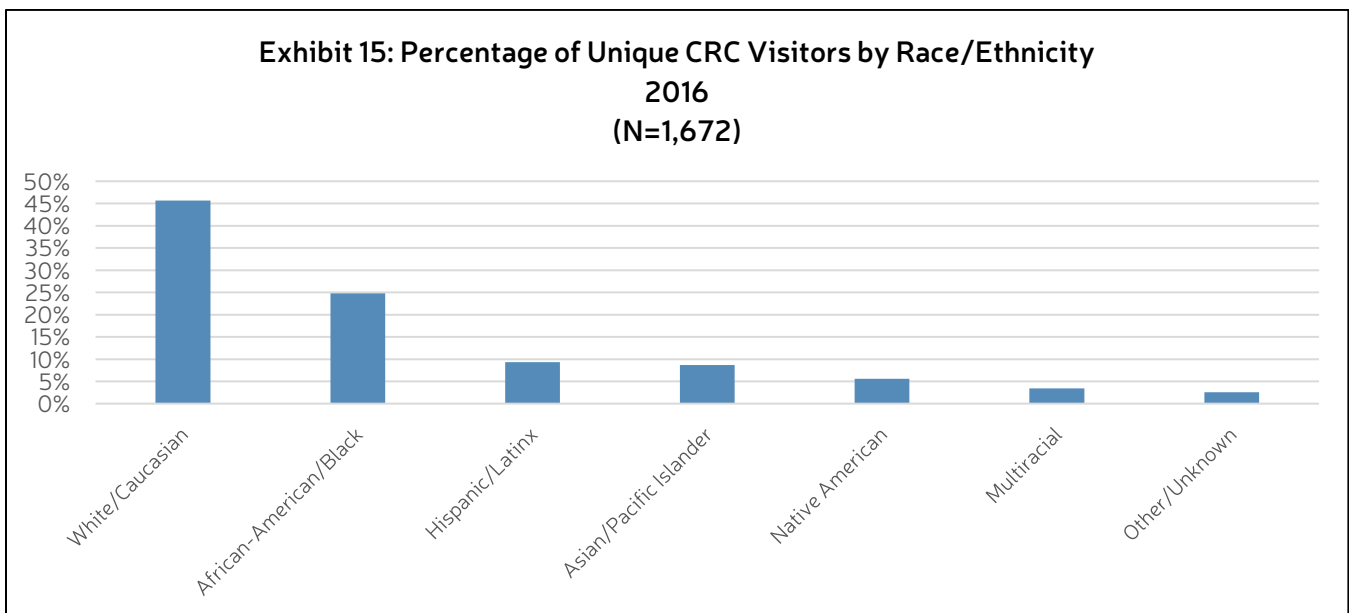
Exhibit 14: Percentage of CRC Unique Visitors and King County Average Daily Jail Population by Gender 2016		
Gender	Male	Female
CRC Unique Visitors	72%	28%
Percent of King County Average Daily Jail Population	89%	11%

Source: Office of City Auditor Analysis of CRC Client Data

Race and Ethnicity

To determine the race and ethnicity of CRC visitors, we reviewed 2016 CRC spreadsheet data and compared it with the race and ethnicity of King County’s 2016 estimated population and with King County’s 2016 jail population. We analyzed the data only for 2016 because the data we used for our comparisons had more comparable race and ethnic categories in 2016 than in 2015. In our analysis, we used the race/ethnicity of CRC unique clients, as opposed to all the clients’ visits, so that a particular race/ethnicity would not be over- or under-represented by the frequency of their visits. If no race or ethnicity was selected, we did not include the visit in our analysis.

Exhibit 15 shows the 2016 percentage of unique CRC visitors by race/ethnicity.



Source: Office of City Auditor Analysis of CRC Client Data

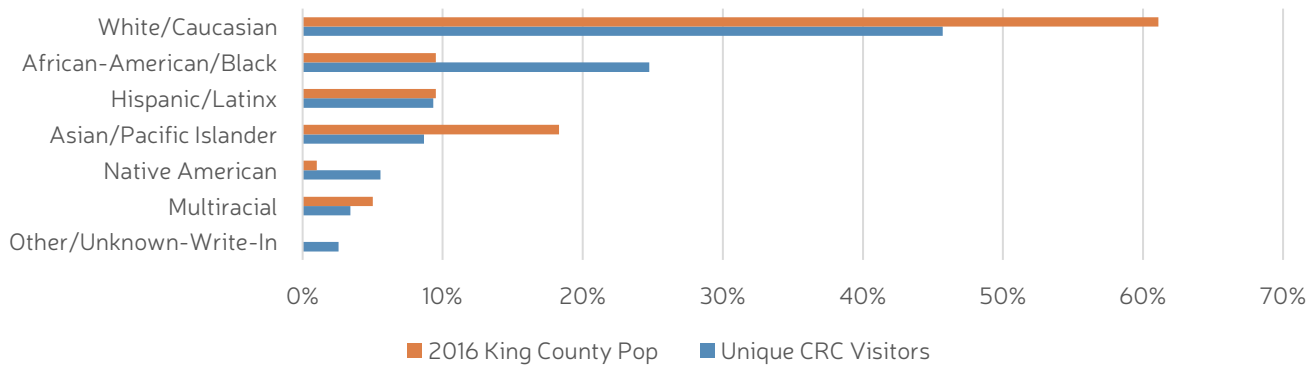
Comparison of Race/Ethnicity of CRC Visitors with King County Population

We compared the race/ethnicity of unique CRC clients to King County’s 2016 population. African Americans/Blacks and Native Americans visit the CRC in greater proportion than they are represented in King County’s population. Because of the racial/ethnic disparities in our criminal justice system, we did not believe that King County’s population was an appropriate comparison for those who would visit the CRC. Therefore, we also compared the race/ethnicity of CRC clients to the King County average daily jail population (see below).

Exhibit 16 displays the 2016 percentage of CRC Unique Visitors and King County Population by Race/Ethnicity.

Exhibit 16: Percentage of CRC Unique Visitors and King County Population By Race/Ethnicity 2016		
Race/Ethnicity	Percent of CRC Unique Visitors	Percent of King County Population
Other/Unknown - Write-In	3%	NA
Multiracial	3%	5%
Native American	6%	1%
Asian/Pacific Islander	9%	18%
Hispanic/Latinx ⁶	9%	10%
African-American / Black	25%	10%
White / Caucasian	46%	61%

Percentage of CRC Unique Visitors and King County Population by Race/Ethnicity
2016



Source: Office of City Auditor Analysis of CRC Client Data

Race/Ethnicity of 2016 CRC Clients and 2016 King County Average Daily Jail Population

Because over 80 percent of CRC clients are Court clients (past or current), and do not live exclusively in Seattle, we compared the race/ethnicity of CRC clients to King County’s 2016 average daily jail population. Furthermore, we used King County jail population data instead of Seattle Municipal Court inmate data because we did not have race/ethnicity data for Seattle jail inmates. As displayed in Exhibit 17 below, relative to the King County average daily jail population, African Americans/Blacks visit the CRC less than other races/ethnicities. This could result from King County’s jail population being referred to the County’s Community Center for Alternative Programs (CCAP), its day reporting program. This could also be the result of the lack of permanent CRC staff, which prevents the Court from being more strategic with its CRC outreach efforts to ensure that Court clients,

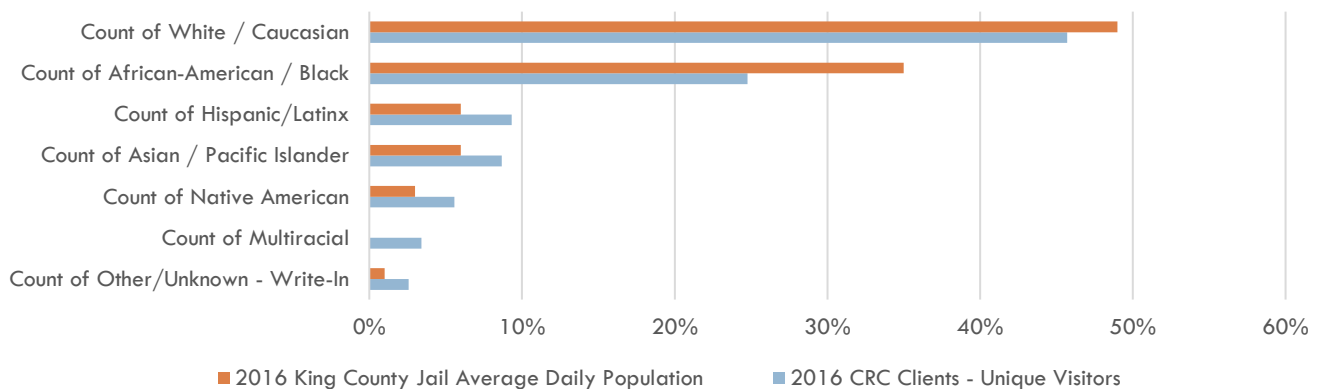
⁶ Latinx is a gender-neutral term used to refer to Latinos or Latinas of Latin American origin or descent. The “x” replaces the masculine o and feminine a endings to be more gender inclusive.

particularly those who were incarcerated, are informed about the services offered at the CRC.

Exhibit 17 displays the 2016 race/ethnicity of CRC Unique Visitors and King County Average Daily Jail Population.

Exhibit 17: Race/Ethnicity of 2016 CRC Unique Visitors and 2016 King County Average Daily Jail Population		
Race/Ethnicity	Percent of 2016 CRC Unique Visitors	Percent of 2016 King County Jail Average Daily Population
Other/Unknown-Write-In	3%	1%
Multiracial	3%	NA
Native American	6%	3%
Asian/Pacific Islander	9%	6%
Hispanic/Latinx	9%	6%
African-American/Black	25%	35%
White/Caucasian	46%	49%

Race/Ethnicity of 2016 CRC Unique Visitors and 2016 King County Jail Average Daily Population



Source: Office of City Auditor Analysis of CRC Client Data

Recommendation 5 The Seattle Municipal Court should monitor and use Court Resource Center (CRC) client demographic data to inform decision making regarding the CRC’s services, service providers, and outreach efforts.

Homelessness and Unstable Housing

To determine the number of CRC visits from individuals who indicated they were homeless or had unstable housing, we analyzed data in the CRC’s spreadsheets that CRC staff and volunteers entered from visitors’ sign-in forms. We identified visitors as homeless or with unstable housing if the visitor selected homeless/unstable housing on the sign-in form or if they provided the duration of their homelessness or unstable

housing. We did not count entries that provided a shelter or encampment as their home address, but no other indication of homelessness (such as duration of homelessness) in our analysis, because we did not have access to visitors' addresses due to privacy reasons. Therefore, the number of visits from individuals who are homeless or in unstable housing is underrepresented in our analysis.

Of the 9,767 visits to the CRC between January 2015 and February 2017, 36 percent involved visits of persons who self-reported as being homeless or in an unstable housing situation. Among those who self-reported as homeless or in unstable housing, 73 percent were Court clients (past and present). The high number of Court clients who identified as homeless or in unstable housing could mean that the Court is doing a good job of referring this population to the CRC.

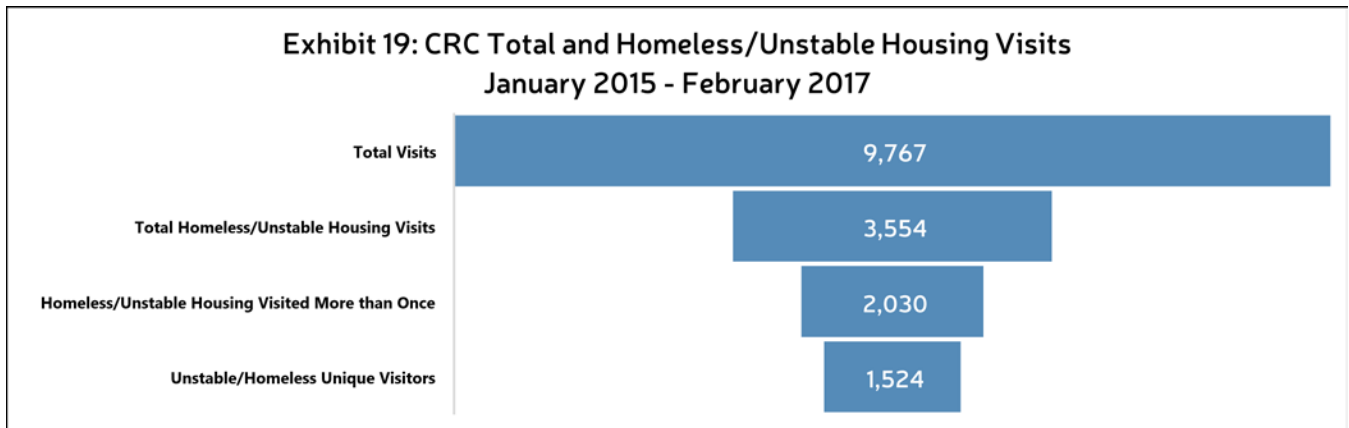
As part of our analysis, we identified the number of unique visitors and repeat visitors who self-reported as homeless or in unstable housing.

Exhibit 18 shows the number and percentage of visits by individuals who self-reported as homeless or having unstable housing from January 2015-February 2017.

Exhibit 18: Number and Percentage of Visits by Individuals Facing Homelessness or Unstable Housing January 2015 - February 2017		
Type of Visit	Number of Visits	Percent
All Visits	9,767	100%
Visits of individuals who reported as homeless or in unstable housing as a percentage of all visits	3,554	36%
Visits of Court clients (past and present) who are reported as homeless or in unstable housing as a percentage of visits of individuals who are homeless or in unstable housing	2,589	73%

Source: Office of City Auditor Analysis of CRC Client Data

Exhibit 19 displays the total number of CRC visits compared to visits by individuals facing homelessness or unstable housing.



Source: Office of City Auditor Analysis of CRC Client Data

The CRC’s contact with individuals who are homeless or in unstable housing makes it a valuable potential resource for City and King County efforts addressing homelessness. The Court Probation Division staff assigned to the CRC on a part-time basis in 2017 increased the Court’s capacity to participate in and coordinate with City and community providers’ homelessness efforts as noted below:

- In April 2017, the Executive invited the Court to meetings at the Emergency Operations Center where the City’s executive level staff met daily to strategize on homelessness issues;
- Throughout 2017, CRC Court staff are working with the City’s Navigation Team and staff from the new Navigation Center to facilitate their clients’ access to CRC services; and
- In May 2017, the Court signed a Memorandum of Agreement with Catholic Community Services to provide services to homeless clients seeking housing services through the Coordinated Entry for All program.

5. Organization, Staffing, and Management

Organization

The CRC is located within the Court and is managed within the Court's Probation Services Division (see Appendix C for the Court and Probation Services Division organization charts). As part of the Probation Services Division, whose goal is to protect the public interest and safety by reducing the incidence and impact of crime by probationers, the CRC provides services and programs that afford offenders opportunities to change their behavior. In addition, the CRC sometimes refers its clients to other organizations for a broad range of therapeutic intervention programs, including programs aimed at addressing substance abuse, mental health issues, domestic violence, homelessness, and unemployment.

During our audit, we reviewed alternative organizational models for the CRC with Court and City of Seattle Human Services Department (HSD) officials. One alternative that appears to be unrealistic and challenging would be to have HSD operate the CRC. According to an HSD official, the major challenge of this option would be that HSD could not easily operate the CRC because HSD is not set up to provide these types of direct social services. The official said that HSD is primarily a contracting agency and that most of the services it provides are through contracts with community service providers. Another option would be for the Court to contract with an organization to operate the CRC. In the State of Washington, courts in King County and Spokane have their own employees provide social services to their court clients. Conversely, New York City's Midtown Community Court contracts with the Center for Court Innovation, a non-profit organization, to provide social services.

CRC Staffing and Management Resources and Costs

In 2017 the Court carved time from three employees' primary responsibilities to manage the CRC and coordinate the activities of the service providers at the CRC. Two of the employees resumed their primary job responsibilities and stopped devoting time to the CRC on June 30th, 2017. To staff the CRC's front desk, the Court assigns 22 Court Probation Officers for one hour per month and volunteers from two organizations. One of the organizations charge a placement fee for its volunteers.

The cost for the time spent by all these employees and the volunteer placement fee for January through June 2017 was \$90,328. Based on these staffing costs, we estimate a monthly cost of \$14,527 and an annual cost of \$174,324 for staffing levels equivalent to those in place between January and June 2017.

Exhibit 20 provides information about 2017 CRC estimated staffing costs.

Exhibit 20: CRC – Estimated FTE Staffing Costs			
Title	Comments	2017 Cost	Estimated Monthly Cost
Probation Services Director	5% FTE/year	\$6,580	\$548
Probation Volunteer Coordinator	50% FTE for February-June = 21% FTE/year	\$22,219*	\$4,444
Probation Counselor Lead	85% FTE for February-June = 35% FTE/year	\$37,773*	\$7,555
Probation Officers	22 at 1hr/month	\$10,956	\$913
AmeriCorps Volunteers	2 part-time volunteers = .82 FTE/year	\$12,800	\$1,067
UW Graduate School of Social Work	2 part-time volunteers = 16 hours per week = .23 FTE/year	0	0
Total 2017 Court Staffing		\$90,328	\$14,527

Source: Seattle Municipal Court

*Costs for these positions were based on five months.

Given the administrative needs of the CRC, which involve coordinating volunteers and service provider contracts and performance, data collection and analysis, outreach to Court clients, and CRC programming, the CRC's 2017 part-time and partial staffing levels pose challenges to the Court.

Service Provider Contracts and MOAs

We reviewed copies of contracts and memorandums of agreements (MOAs) between service providers and the Court or the City of Seattle for services offered at the CRC. Some of the service providers are under contract with HSD as a part of a larger contract between the City and the service provider. (See Appendix D for a list of service providers, contract and MOA details such as effective dates, and the City or Court costs associated with the service.)

We found several contracts and MOAs were missing key information (e.g., the days of the week the service provider would be at the CRC) that would assist the Court in staffing the CRC and holding service providers accountable. We found contracts and MOAs, some of which were between HSD and the service provider, were outdated, lacked official signatures, and did not indicate the number of staff or hours to be worked at the CRC or provide a mechanism for ensuring back-up staff were available to work when the usual service provider staff were not available. Although the contracts between service providers and HSD have performance or output measures, the Court was not involved

in establishing CRC service provider performance measures, and the contracts with HSD did not define a mechanism for the CRC to receive or provide feedback on service providers' performance. The lack of Court involvement in the development and negotiation with service providers hinders its ability to manage the CRC and hold service providers accountable.

Budget

In addition to the staffing costs mentioned above, the Court also pays the Washington State Department of Social and Health Services \$33,455 per year, plus \$500 per year for miscellaneous supplies, to provide 20 hours per week of services at the CRC. The City Budget Office used to pay for this expenditure, but a few years ago the budget authority and budget were transferred to the Court to process these payments. Payments to other social service providers located at the CRC are a part of larger City contracts managed through HSD. Other CRC expenses include those associated with Court overhead. There are fixed costs associated with the CRC in the Court's budget, such as costs associated with CRC's space, but they are not assigned directly to the CRC's use of the Court's Justice Center.

We asked Court staff about the opportunity to seek grant funding for the CRC and the services they provide. According to Court staff, the Court's need to maintain independence prohibits it from pursuing local grant opportunities. Although the Court could seek Federal grant funding, limited staff and reductions in Federal funds make securing grant funding challenging.

Limited Staffing and Funds Impacts CRC Effectiveness

Because of the limited staffing and funds dedicated to the CRC, no system has been established for holding the Court, CRC staff and volunteers, and service providers accountable for the CRC's performance. In addition, the lack of staff permanently assigned to the CRC does not allow much time for Court personnel to participate in City and regional efforts to address some of CRC clients' most pressing challenges, such as homelessness. The King County Familiar Faces Initiative, to improve systems coordination for high jail utilizers (defined as having been booked four or more times within 12 months) who are dealing with mental health and/or substance abuse issues, did not list the Court or the CRC as an organization involved in this effort, even though it involves the CRC's target audience. According to Court officials, the Court's Presiding Judge was recently invited to participate in the Initiative.

The part time work by Probation Services Division staff is not adequate to address the CRC's basic administrative demands, such as providing

adequate staffing and supervision of the CRC front desk or addressing CRC clients' service needs.

Recommendation 6

The City should recognize the Court Resource Center (CRC) as a viable program, and the City Budget Office should work with the Seattle Municipal Court to assess the CRC's staffing and budgetary needs.

6. Services

CRC Services Provided Include Counseling, Benefits Enrollment, Information and Referrals, and Tangible Items such as Food and Clothing

In this section, we provide data on the frequency and types of services (see Appendix E for a description of services) provided to CRC clients, summarize our two weeks of CRC observations, and describe the feedback we obtained from service providers about the strengths and weaknesses of the CRC, and their suggestions for improvements.

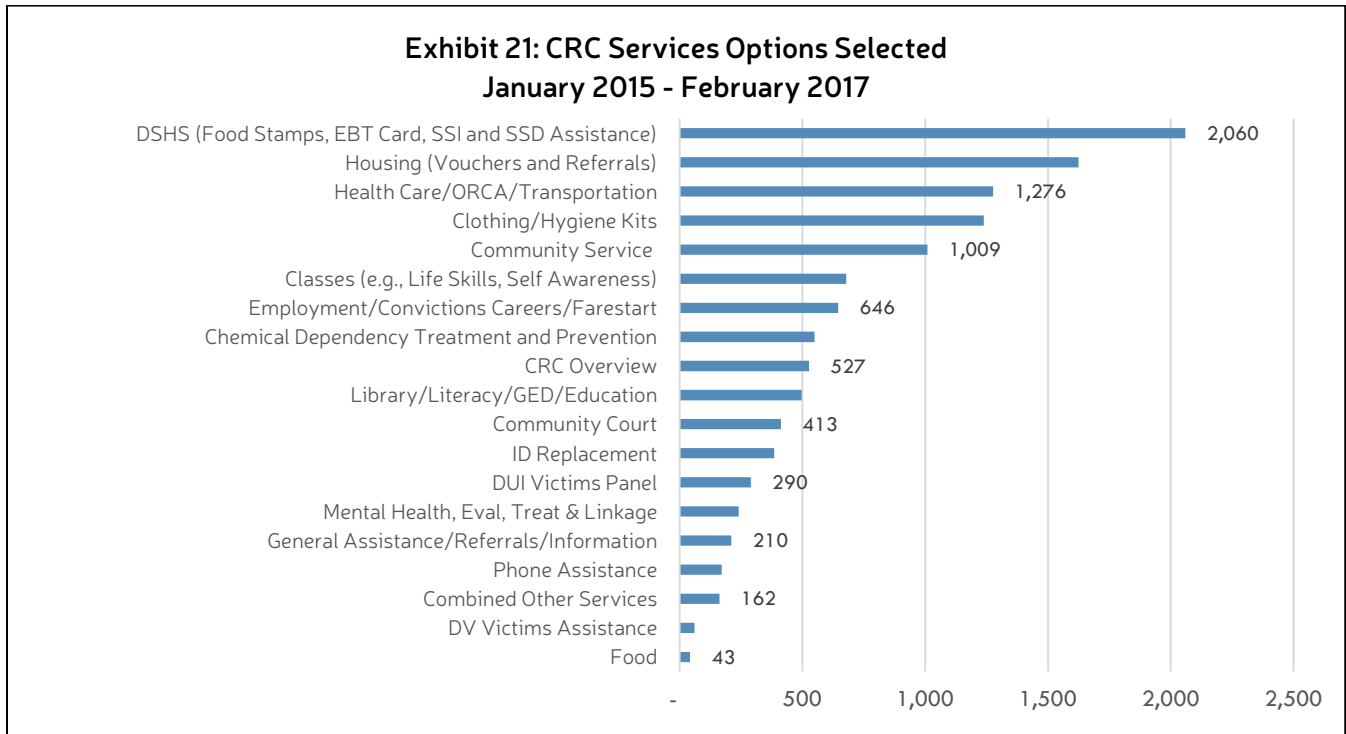
The Court obtained the information we used in this section about services provided to CRC clients from the visitor sign-in forms that clients and staff complete when clients visit the CRC. The section of the form related to services is completed by CRC front desk reception staff (Probation Services Division staff and CRC volunteers) and reflects the services that the client was offered and referred to within the CRC during their visit. The information about services is then entered into a spreadsheet by front desk reception staff. The sign-in form does not specify whether the services indicated were for actual services, meetings with service providers to discuss options, referrals to other service providers or agencies, or just information. According to Court officials, the service indicated on the sign-in form means that, at a minimum, information about the service was provided. For example, a meeting with someone at the CRC to discuss housing does not mean that the client received a housing voucher. Likewise, if someone came in requesting clothes, but did not take any, the clothing field may be marked in the sign-in form. In this case, the CRC staff and volunteers would have provided clothing bank information. When the CRC staff, volunteers, or staff from one of its service providers could not provide direct services or address the individual's specific need, they provided the individual with a referral to obtain the service elsewhere or information on how and where to obtain the service.

Some of the service providers report to their supervisors or their contracting agency about the services they provide to the CRC clients. Usually this information is not communicated to Court staff. The exception is Sound Mental Health, which directly reports to the Court with information about housing voucher services.

The Court is reworking the sign-in form so that it will more clearly indicate the client's service needs. We encourage Court staff to continue their efforts to improve the sign-in form to capture information, referrals, and actual services clients received at the CRC during their visits.

Visitors Go to the CRC for Basic Services and Entitlements

As seen in Exhibit 21 below, we found that the most frequent reasons for visits to the CRC were to address basic human needs such as housing, food, clothing, hygiene, and transportation, and for State entitlements (e.g., Social Security, retirement and disability insurance, and healthcare).



Source: Office of City Auditor Analysis of CRC Client Data

Improvements Needed on how Services Provided Information is Collected

We found several issues related to the information on CRC services provided. The CRC spreadsheets include a box for “other” services, in addition to the specific options listed above in Exhibit 21. We found about 1,700 services listed in the “other” services field on the spreadsheets. Most of the services under the “other” services field had a box (or field) that staff could have selected in the spreadsheet, but didn’t. Instructions could be given to CRC front office staff who enter the data into a spreadsheet that if a box is available on the spreadsheet, they should select the appropriate box rather than use the “other” field.

Also, CRC staff and volunteers should be informed that if they use a box to identify the service, they don’t need to also write in the service in the “other” category. In the 2017 spreadsheet, services must be selected from a drop down list, and the spreadsheet does not allow staff to indicate that multiple services were provided, so staff have been using the “other” category to capture the additional service(s).

The CRC spreadsheet entries for services often only identified the service provider (Public Health Seattle King County, DSHS or Sound Mental Health) rather than specifying the service provided. Therefore, we could not identify the number of clients that requested one service versus another service provided by these service providers. For example, Public Health Seattle-King County helps clients obtain health care and ORCA cards, but the sign-in form does not list these as separate services. There should be a category for each service so that it could be determined how many clients were seen by Public Health for health care and how many were seen for transportation access.

Further, as described above, it is not always clear from the CRC spreadsheet data whether the contact with a service provider resulted in a tangible service, a referral or just the providing of information. In all cases, the client, at a minimum, was provided information or assistance.

Resources are needed to improve how information on services provided are collected, such as distinguishing between actual services provided versus referrals. Moreover, it would be better for the Court to collect information from the service providers about how many CRC clients they assisted and the nature of this assistance rather than obtaining it from the client or the volunteer working behind the CRC's reception desk.

Court Resource Center Observations: Visitors are Treated with Dignity and Respect

We visited the CRC over a two-week (10 day) period. During the first week, we conducted observations of the CRC reception area for two hours in the mornings. During the second week, we conducted observations of the CRC reception area in the afternoons. Based on our two-week observations at the CRC, we noted a constant flow of visitors who requested a wide variety of services and information, including housing, food, clothing, transportation, and job assistance. There were peak visitor periods when up to six people were visiting the CRC at the same time, and there were times with no visitors.

Some visitors requested services the CRC does not provide. In these cases, the front desk volunteer would gather information from the internet to provide the visitor with pertinent information. We observed the respectful manner in which volunteers welcomed and attended to clients, without judgement or hesitation.

Volunteers showed professionalism and sensitivity in dealing with visitors who were distraught or were dealing with medical issues. Usually volunteers requested that visitors complete a sign-in form, but sometimes the visitor's request was small or the visitor appeared to be dealing with medical issues, so the volunteer choose not to ask the visitor to complete one.

The visits of individuals who do not complete sign-in forms were not recorded in the CRC spreadsheets. CRC reception staff tracked the number of these visitors in a separate document; no other information is kept about the clients or their visits. During our two-week observations at the CRC, we saw that multiple people came to the CRC for information or services and did not complete the sign-in form. For example, sometimes the CRC leaves out wrapped/closed food items in a box on a table and people come in and take a food item and leave. These individuals would not fill out a sign-in form.

When there were no visitors at the CRC, volunteers spent their time researching community services that could be useful to CRC clients or cleaning the reception area. Volunteers were attentive and worked well with the visitors. The volunteers we spoke with either were attending or had graduated from the University of Washington Graduate School of Social Work. We did not observe any AmeriCorps volunteers. The volunteers stated that volunteering at a social service agency was part of their graduate school experience, and that they were not getting paid for their work at the CRC.

Strengths and Weaknesses: Service Provider Feedback

We interviewed six CRC service providers from four agencies including the Washington State Department of Social and Health Services (DSHS), Public Health Seattle-King County, Sound Mental Health, and The Organization for Prostitution Survivors. We asked the service providers about the CRC's strengths and weaknesses. In terms of strengths, service providers spoke favorably of the Probation Officers in general and the Probation Services Division CRC volunteer coordinator, the networking between the Court and public and social service agencies to meet the needs of CRC clients, and the collaborative approach in which Court staff, volunteers, and service providers work. Regarding the CRC's weaknesses, service providers stated that the CRC could benefit from permanent Probation Services Division staffing and additional resources. Some said additional service provider coordination would be helpful. They also expressed concern regarding the use of volunteers because of the inconsistency in the volunteers' presence at the CRC and the customer service they provide. What follows are the service provider comments:

What are the CRC's strengths?

- *The CRC is a good organization and Mekka Robinson is doing a great job. She thinks outside the box to provide services to CRC clients.*
- *There is good networking going on between public and non-profit social service agencies to provide services to this population – those with criminal backgrounds, homeless and with health issues.*

- *Service providers, staff and volunteers who work at the CRC love to help people; they are doing good for someone else.*
- *Everyone at the CRC works together. Having Probation staff available to help service providers is great.*
- *The CRC is good at providing services because they've been at it for a while.*
- *Judges come down to the CRC and see what the service providers are doing.*
- *Knowing that there are service providers to assist and support Probation Officers is a strength.*
- *The ability of the service providers to unravel cases, remove barriers and get individuals going in the right direction is the purpose of the CRC.*
- *Court staff does a good job of letting its clients know service providers are available at the CRC.*
- *The CRC staff does a good job with limited resources.*
- *Getting all the service providers cooperating to provide services is good. Lots of CRC clients have mental health issues and having them go to several locations for the different services they need would mean they would not go. Knowing that when they get out of jail they can come to the CRC and make one stop and be helped is good.*
- *The CRC is a great place to provide information about their programs. It makes sense to have the men's classes at the CRC.*
- *Providing classes at the CRC is a convenient location.*
- *The CRC is very important, especially for people being released from jail. There have been complaints that there are no social services offered at King County jail.*

What are the CRC's weaknesses or what improvements would you recommend?

- *It would be helpful if there were more resources available to provide such things as clothing. It is often a challenge to find clothing or a tie for someone going on a job interview. The person is ready to move on from the life they've been leading and there is a lack of resources to help them get there.*
- *Funding for staff. It would be great to have one staff person as a lead to enhance the program.*
- *Another challenge is collecting accurate data, especially from the population the CRC serves.*
- *It would help having the social service providers at the CRC there at the same time; so its clients can access all the services they need at once; rather than having to return multiple times.*
- *Having Probation Services Division staff at the CRC more often would be helpful. Some people who come to the CRC are difficult to deal with. The CRC needs staff with experience who can deescalate situations. Probation Officers have experience dealing with difficult people. If a person is aggressive, a volunteer may not know how to handle the*

situation, but it is easy for a Probation Officers because they have been trained.

- It would also help having a more consistent presence at the front desk; someone who knows all the service providers and understands the court system, understands the challenges of the system, and someone who can make linkages with service providers.
- Having someone at the CRC from the State's DSHS – Community Service Office to do medical assessments would provide the medical evidence required to be approved for social security disability insurance would expedite the financial piece of the process.
- Providing CRC clients access to internet would be great, especially when someone from the library is not at the CRC. Sometimes people must access on-line forms or information, and there is no internet access at the CRC reception area computer station.
- More community partners to offer services.
- It would be good to have someone at the reception desk who knows all the information about the services service providers offer and can give correct information to CRC clients. A service provider recalled overhearing a volunteer provide inaccurate information to a client about the CRC schedule of a service provider.
- The inconsistency of the staff at the reception area is an issue. There are always different staff there and most are student interns with not a lot of experience.
- There are issues with providing certain classes at the CRC. It is embarrassing for the men enrolled in the Sex Buyers Class. to be seen in such a public place and to have to complete the sign-in forms. It may be more appropriate for them to meet in the community.
- A service provider was unaware of the other service providers that are at the CRC and the services they provide. There is not a lot of contact with Court staff because the contract is through the Human Services Department.
- Knowing what time people are released from jail and making sure CRC has the service providers available when they are released would be good.

7. Comparison of the CRC with a Comparable Agency

In trying to identify organizations similar to the CRC, we spoke with Court and HSD staff and conducted research. Some organizations we identified provide wrap-around social services like the CRC, but are not located downtown, or are not focused on assisting individuals in different stages of the criminal justice system. One organization that provides wrap-around services, which is not currently located downtown, Catholic Community Services, recently signed an agreement with the Court to provide services at the CRC. Because of CRC's central downtown location, it is feasible for service provider agencies based at the CRC to provide services downtown because they don't have to pay the high cost of downtown rent to have access to their target population. We also reviewed information about the City of Seattle Department of Parks and Recreation community centers to determine if they were comparable to the CRC and found that their main purpose is to provide recreational and life enhancing opportunities to their customers. While some community centers offer limited social services, none had a similar focus or clientele as the CRC.

The closest agency we identified in the region to compare the CRC with was King County's Community Center for Alternative Programs (CCAP). The CCAP differs from the CRC because its clients are ordered by King County District and Superior Courts to attend the CCAP, whereas most CRC clients' visits are voluntary. Also, unlike the CRC, the CCAP is not open to the public. Despite these differences, CCAP was the most similar to the CRC in the region in terms of its target audience and the services it provides.

Exhibit 22 compares the CRC with the CCAP.

Exhibit 22: Seattle Municipal Court Resource Center and King County’s Community Center for Alternative Programs		
	Court Resource Center (CRC)	Community Center for Alternative Programs (CCAP)
Target Client Base	Over 80% (past and present) <u>Court Clients</u> : Pretrial, Diversion, Probation, Day Reporting, all Court Jail Release. 20% <u>General Public</u> (walk-ins) and External Sources	100% Sentenced Offenders - Diversion (day reporting) and Jail Release from King County District and Superior Court
# of Clients	<p>2015: Total Visitors: 3,944 Unique Visitors: 2,408</p> <p>2016: Total Visitors: 5,263 Unique Visitors: 2,735</p> <p>This does not include sign-ins for some classes, some walk-ins who requested general information, or phone calls.</p>	<p>2015: <u>Enhanced</u> (annual number of clients who attended daily classes at the CRC’s facility at the Yesler Building.): 795 <u>Basic</u> (annual number of clients who checked-in with daily phone calls): 239</p> <p>2016: <u>Enhanced</u>: 709 <u>Basic</u>: 264</p> <p>These are the annual numbers of people interviewed and who attended classes or were there per a court order. Some participants may be duplicates because they violated a court order and were re-interviewed. On any given-day there are approximately 110 participants.</p>
Organizational Location	Seattle Municipal Court Probation Services Division	Department of Adult and Juvenile Detention
Physical Location	2 nd Floor Seattle Justice Center, 600 Fifth Ave., Seattle (3441 sq. ft.)	Yesler Building - 400 Yesler Way, Seattle (over 100,000 sq. ft.)
Staffing Note: Day Reporting Staff have different functions in each of the Centers.	5% of an FTE Probation Services Manager 21% of an FTE Probation Supervisor 35% of an FTE Probation Officer 4 part-time volunteers = approximately 1 FTE. Does not include Probation Officers who work with the Day Reporting program.	1 Operations Director 1 Supervisor 4 Caseworker 1 Administrative 1 Community Liaison on contract basis. This includes day reporting staff.
Services	<ul style="list-style-type: none"> • DSHS (SSI and SSD benefits enrollment) • Housing Vouchers • Health Care • ORCA/Transportation • Food, Clothing/Hygiene Kits • Community Service arrangements • Classes (Life Skills, Self-Awareness) • Employment • Chemical Dependency Treatment and Prevention • CRC Overview 	<ul style="list-style-type: none"> • DSHS (SSI and SSD benefits enrollment) • Housing Vouchers • Health Care • ORCA/Transportation • South Seattle Community College (Life Skills, GED, and resume writing classes) • Work source computers • Partnership with YWCA for Second Chance classes • Union Gospel Mission housing • HIV and Substance Abuse testing

	<ul style="list-style-type: none"> • Library/Literacy/GED Education • ID Replacement • DUI Victims Panel • Mental Health: Evaluations and Treatment • General Assistance, referrals and Information • Other Services: legal assistance, veterans' services, electronics/voicemail setup, phone assistance • Domestic Violence Victims Assistance 	<ul style="list-style-type: none"> • Mental Health testing and treatment • Housing and food assistance, including rental vouchers, and \$400-\$500 to assist with initial rental costs • Domestic violence education • Women's domestic violence group • Outpatient treatment services, for those who completed inpatient treatment • Tzu Chi Foundation: educational access, clothing, food, book fairs, glasses, etc.
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Sources for CCAP were from CCAP officials and its websites.

8. Customer Service Assessment

The City of Seattle's Customer Bill of Rights is the City's standard for providing customer services. It provides guidance in four areas and states: "When doing business with the City of Seattle, customers are entitled to prompt, efficient and easily accessible services – from water and power to roads and public safety. Customers who contact any office or employee of the City of Seattle can expect excellent service." The Customer Bill of Rights is guided by four standards:

Easy and Understandable - City products and services should be easy to locate and access.

Responsive - City employees should be helpful, connecting customers with others who can help if they cannot.

Fair - There should be no economic, social or cultural barriers to accessing City products and services.

Results Oriented – Customers should get results, not just process.

Based on discussions with Court staff and volunteers, a review of CRC information about its services, and our in-person observations at the CRC, we evaluated the CRC against the four standards. The detailed results of this analysis are below in Exhibit 23. In summary, we found the CRC is meeting most of the customer service standards, particularly regarding providing easy, accessible, and understandable services (see picture below of electronic reader board announcing CRC services) and being responsive and helpful to its clients. However, it lacks resources to meet all the standards. Specifically, the CRC lacks resources to:

- Coordinate with other City departments for additional services;
- Obtain feedback from CRC clients through a customer service survey;
- Provide informational materials in multiple languages;
- Provide follow-up with clients who received services; and
- Evaluate the effectiveness of the CRC and the performance of its service providers.

Seattle Municipal Court Justice Center Building
Lobby Electronic Reader Board with CRC Services Information



Results of Customer Service Assessment

Rating Scale:



Green/M=Meets standard



Yellow/NI=Doing some work, needs improvement/lacks resources



Red/NBA=Not being addressed/lacks resources

Exhibit 23: Assessment of the Court Resource Center's Customer Services Against the City of Seattle's Customer Service Bill of Rights		
1. Easy and Understandable - City products and services should be easy to locate and access.	Rating	Comments
a. The City should reach out to its customers to inform them about City products and services.	M	Clients learn about the CRC through word of mouth, CRC flyers, Court Justice Center front door video display of services, probation, day reporting, judicial and magistrate referrals, attorneys, electronic home monitoring pre-trial services, the City's Navigation Team, the City's pre-file diversion program, and re-entry/jail release.
b. A customer should be able to locate any City service and initiate a request with a single phone call, visit to seattle.gov, trip to a service center, or a letter.	M	Volunteers and staff provide information and linkages to services offered at the CRC and in the community. These workers conduct on the spot research to answer CRC clients' questions regarding City services and unique service requests.
c. When a customer's request involves multiple City offices or departments, the City will coordinate the work.	NI	The CRC could provide additional information about the services the City provides to assist clients, such as Low Income Utility Rate Assistance and elderly services provided by HSD. Lack of resources prevents the CRC from making additional service provider connections. However, if a person inquired about a City service, the CRC worker would provide information on how to get it and may initiate the call for the service on behalf of the client.
d. A customer should receive clear and accurate information.	M	Printed information and information on displays at the CRC are clear and easy to understand.
e. A customer should be treated with courtesy and respect.	M	During our observations, we saw that CRC clients were treated with dignity, courtesy, and respect. No judgements were made about the clients' situations.

2. Responsive - City employees should be helpful, connecting customers with others who can help if they cannot.	Rating	Comments
a. The City should provide service hours and locations that are convenient to customers.	M	The CRC operates during most City business hours 8 am-4 pm Monday-Friday, is centrally located in downtown Seattle, and is convenient to Court customers. The CRC is on the 2nd floor of the Seattle Municipal Court Justice Center building. It is particularly convenient for people already near or at a downtown City government facility or the Court. The CRC is also near bus/rail lines and free food locations.
b. The City should provide estimates of how long, and if applicable, how much it will cost to fulfill a customer's request.	M	Many client requests are handled immediately and no appointment is necessary. If the service is not provided at the CRC, information on where and how to get the service is provided or the CRC worker will attempt to coordinate the service for the client.
c. The City should both keep the customer informed of progress and readily answer questions about the status of pending requests.	M	Because most issues are addressed onsite, immediate feedback and status of the customer's request are provided.
3. Fair - There should be no economic, social or cultural barriers to accessing City products and services.	Rating	Comments
a. The City should collaborate with its customers to ensure City services are designed and managed to meet customers' needs.	NI	No CRC customer service surveys have been conducted due to a lack of resources. However, Court management evaluates services requested and provided, and adjusts the services offered to better meet customer needs.
b. The City should provide interpretation services when necessary to fulfill a customer's request.	NI	Some of the service providers are bilingual (English and Spanish). If requested, some limited interpretation services can be provided. Lack of resources prevents the Court from providing interpretation services and more culturally relevant materials and information in multiple languages.

4. Results Oriented- Customers should get results, not just process.	Rating	Comments
a. The City should, in a timely manner, follow up with the customer after the request has been completed.	NBA	Between 2015 and 2016 the CRC saw over 5,000 unique individuals. Over one third were homeless and many had no address or phone. Many services were provided on request and no follow-up was required. Lack of resources prevents CRC staff and volunteers from conducting follow-up if appropriate.
b. The City should regularly evaluate and report on overall performance in addressing or resolving customers' requests.	NBA	No performance measures have been developed and the Court lacks the resources to establish and evaluate the CRC's performance and that of its service providers and volunteers.

OBJECTIVES, SCOPE, AND METHODOLOGY

Objectives

The objectives of this assessment were to use existing data and resources to assess elements of the Court Resource Center (CRC). Specifically, we were asked to describe and assess the following:

- Demographic characteristics of the CRC client base including, but not limited to, shelter status, non-court clients, and enrollment in Court sanctioned diversion programs;
- The CRC's organizational model and staffing levels;
- Daily CRC utilization across all client populations;
- Social services provided in the CRC compared to services offered in other human service access points in Seattle, such as community centers, non-profit service providers, etc., and;
- Court policies and procedures for maintaining contact with clients after initial contact with the CRC.

In conducting our assessment, we found that the CRC does not operate under certain assumptions made in the request letter and that the Court does not gather certain information that the request letter asked us to obtain. To the extent possible, we analyzed the available data to provide the requested information. For example, Councilmember González asked us to identify the number of CRC clients enrolled in Court sanctioned diversionary programs, but the data from the CRC spreadsheets does not contain this information. However, in this report we include information on visitors' self-reported referral sources, three of which are from Court diversion programs.

Scope

We conducted our fieldwork of the CRC from April to July 2017. We assessed data from sign-in forms that CRC staff and volunteers entered into spreadsheets between January 2015 and February 2017. We obtained Court reports that included information about the CRC and reviewed CRC service provider contracts and Memorandum of Agreements (MOAs) (see Appendix D for the list of contracts and MOAs).

Methodology

We used various methodologies to respond to the request:

- We analyzed CRC spreadsheet data from January 2015 to February 2017. For some of our analyses, we combined the data from these 26 months (2015, 2016, January-February 2017), and in other analyses we used only one year's worth of data. For

some questions, we compared this data with City and King County population and demographic data, or King County Jail average daily population data. All the data analysis conducted was within the 26-month time frame.

- To verify the reliability of the CRC spreadsheets, we pulled a random sample of 51 CRC client sign-in forms from late 2016 and early 2017 and compared the information on them with the information in the CRC spreadsheets. We selected sign-in forms from late 2016 and early 2017, because at the time of our testing, Court staff could not locate sign-in forms from 2015 and early 2016. During the audit, Court staff found the sign-in forms. Although we did not conduct additional testing for this purpose, we used sign-in forms from 2015 and early 2016 to verify and correct the names of several visitors. Because we selected a random sample and found consistent results, we concluded that the results of our testing are representative of the reliability of the CRC spreadsheets data from late 2016 and 2017. We note that the sampling was not used to make program or policy findings or recommendations beyond those pertaining to improving the CRC client sign-in forms and the reliability and quality of CRC data.
- We reviewed Seattle Municipal Court public records information for CRC clients whose data in the CRC's spreadsheet appeared to include a misspelled name. We also used the public records information to determine if the CRC spreadsheet entry was from a unique or repeat visitor of the CRC.
- We used data from the U.S. Census, the American Community Survey, and the King County Jail average daily population. This information was used on a limited basis as context rather than to support our findings and recommendations.
- We conducted CRC site visits and observations over a two-week period (10 days): 1) Monday through Friday mornings from 10am to 12pm, March 27-30, 2017, and 2) Monday through Friday afternoons from 1:30pm to 3:30pm, April 24-28, 2017. During our observations, we noted the number of visitors, the purpose of their visit, and whether they completed a sign-in form. We also noted the number of volunteers and staff present at the CRC reception area and observed the work of the CRC reception staff, which consisted exclusively of volunteers during our observations.
- We reviewed Court documents and reports with information about the CRC.
- We conducted research on the effectiveness of services provided at municipal courts that was supported by evidenced-based research.

- We obtained and evaluated staffing information on the Court Probation Services Division and CRC staffing-related costs.
- We conducted interviews with Court officials and officials from other City departments, including the City of Seattle Human Services Department and the Seattle City Budget Office. We interviewed service providers from the Washington State Department of Social and Health Services, Public Health Seattle-King County, Sound Mental Health, and the Organization for Prostitution Survivors. We had informal conversations with CRC reception volunteers during our CRC observations.
- We reviewed articles and websites of courts providing similar services as the CRC and compared the CRC with King County's Community Center for Alternative Program (CCAP). This involved interviewing the CCAP's Chief of Operations and touring its Yesler Building facility.
- Because the CRC does not have performance measures for the CRC service providers, we obtained and reviewed some performance information that service providers use to report to their superiors or contracting agency, such as the Human Services Department.
- We assessed the CRC against the City of Seattle's Customer Service Bill of Rights.

This Report was done in Compliance with Government Auditing Standards

We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

APPENDIX A

Department's Response

THE MUNICIPAL COURT OF SEATTLE
Karen Donohue
Presiding Judge



September 21, 2017

Thank you for the opportunity to review and respond to the audit of the Seattle Municipal Court Resource Center (CRC). We greatly appreciate the City Auditor's thorough and thoughtful review of our CRC program. Ms. Garcia, working in a very abbreviated timeframe, took the time to learn what we do, why we do it, and what benefit the CRC brings to our community.

As a Court, we strive to meet and/or exceed the National Center for State Courts' Trial Court Performance Standards, one of which states [that] *no court should be unaware of, or unresponsive to, realities that cause its' orders not to be met.* For many individuals charged with criminalized behavior, these realities include poverty, mental illness, addiction, trauma, prior victimization, homelessness, helplessness, and hopelessness.

The Court is committed to providing supportive services that not only assist in breaking the cycle of criminalized behavior but afford opportunities to replace this behavior with pro-social activities and personal growth. As documented in this audit, between January 2015 and February 2017, the CRC had 9,767 visits; validating the Court's commitment to the CRC as an integral community resource. Beyond providing select services through the CRC, the Court embraces our role as a change agent and we have developed important relationships with community non-profit partners. We are grateful that our partners participated in this assessment and expressed their support of the Court as a member of a dynamic and broad service network.

The Court continues to serve as an accountability agent. However, this extends beyond the traditional notions of crime and punishment. We strive to employ a wrap-around service model so that we can positively impact lives by providing relevant assistance, real support and hope. The CRC is critical to these efforts.

We look forward to working with both the City Council and the Mayor's Office to identify funding support to ensure the future stability and expansion of the CRC. Funding is critical for the many Seattle citizens who rely upon the CRC for connections to housing, medical care, computer literacy skills, mental health services, treatment interventions, clean clothing, hygiene kits, job readiness, job connections, re-entry support, or perhaps just a kind face and something to eat.

Page 2

The City Auditor's assessment confirms the incredible value and impact of the CRC as a vital resource for the Seattle community. The Court is an evolving institution and we fully embrace our role as a leader and a model for service provision in our state. Our peers look to us as innovative, resourceful and the standard bearer in our region.



Judge Karen Donohue

Seattle Justice Center, Room 1037, 600 Fifth Ave, P.O. Box 34987, Seattle, WA 98124-4987
(206) 684-8709 Fax: (206) 615-0766

Printed on Recycled Paper

APPENDIX B

Court Resource Center – Sign-In Form

Seattle Municipal Court Resource Center Sign-In Form

Staff Initials: _____
Date: ____/____/____
Time In: _____ am/pm

Last Name: _____ First Name: _____ DOB: ____/____/____

Current SMC Case #: _____ DOC Supervision Work Release Day Reporting Walk-in

Sex: Male Female Race: African Am./Black Asian/Pacific Islander Caucasian/White
 Hispanic/Latina (o) Native Am. Multi Racial Other _____

Address: _____ I currently live at this address
_____ Mail Only

If homeless or unstable housing, how long? _____

Do you have Health Care? Yes No

Current Phone Number: (____) _____

Have you served in the Military? Yes No Do you have a veteran in your household? Yes No

Are you a Military dependent or Spouse? Yes No

How did you hear about us?

Community Court Corrections/ DOC Probation Drug court Case Manager Jail
 Attorney Seattle Police/NCI Flyer/ Friend/On-line Day Reporting Other: _____

STAFF SECTION ONLY:

- | | |
|---|--|
| <input type="checkbox"/> Community Court Community Service | <input type="checkbox"/> Sound Mental Health (SMH) |
| <input type="checkbox"/> Community Court Orientation | <input type="checkbox"/> Housing Voucher |
| <input type="checkbox"/> Health Care/ORCA Reduced Fare | <input type="checkbox"/> Seattle Public Library |
| <input type="checkbox"/> DSHS | <input type="checkbox"/> Library Tour |
| <input type="checkbox"/> Food <input type="checkbox"/> Cash <input type="checkbox"/> ID Voucher <input type="checkbox"/> Income verif | <input type="checkbox"/> Metropolitan Improvement District (MID) |
| | <input type="checkbox"/> DRS |

ASSISTANCE AND REFERRAL:

- CRC Overview Housing Linkage Employment Linkage Phone Assistance ID Replacement
 Clothing Hygiene Literacy/ Education Veterans Services Native Services
 MH Linkage CD Linkage DV Victims Assistance Other: _____

CLASSES/ACTIVITIES:

- Self Awareness Class Life Skills Class DUI Victim's Panel John's School Class Book Club

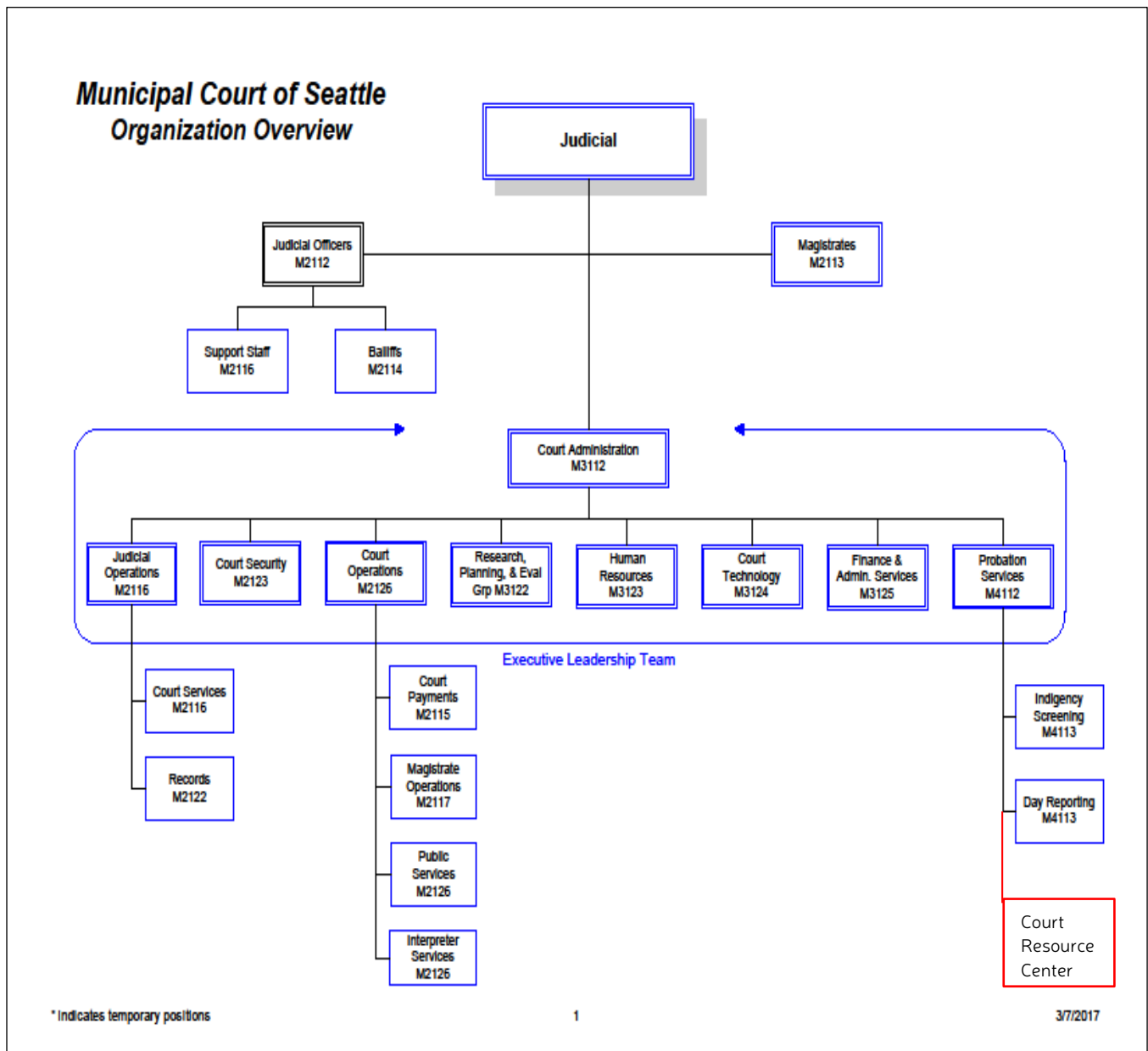
NOTES: _____

APPENDIX C

Organization Charts

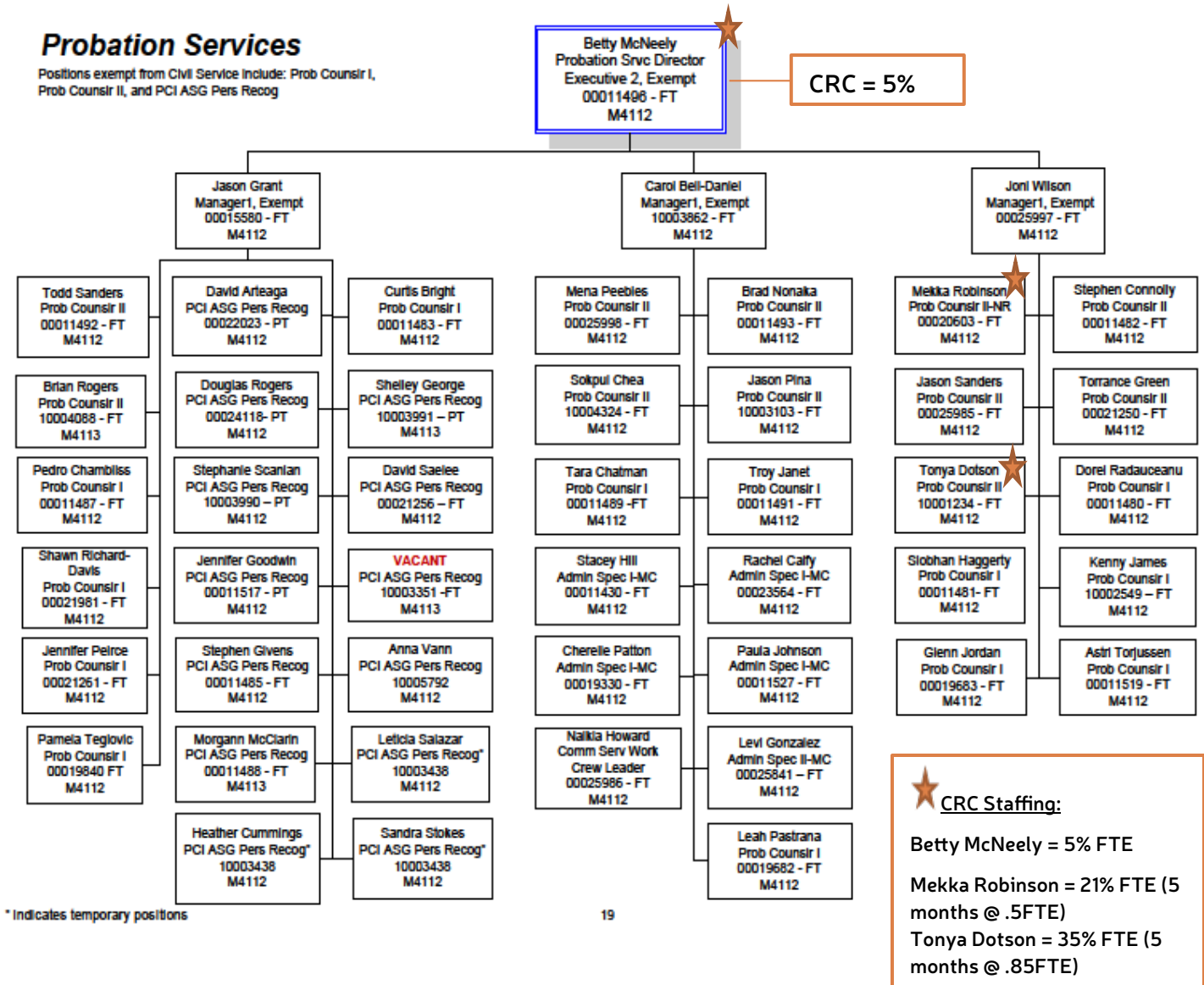
This appendix contains two organization charts. The first is of the Seattle Municipal Court, which we modified to show that the CRC is housed and managed within the Court’s Probation Services Division. The second organization chart displays the Probation Services Division staff. We modified this chart to show the staff that worked with the CRC in 2017.

1. Seattle Municipal Court Organization Chart



2. Probation Services Organization Chart and Staffing

This chart displays the temporary staff assigned to the Probation Services Division and the Court Resource Center in 2017.



Source: Seattle Municipal Court, modified by the Office of City Auditor.

APPENDIX D

CRC Service Provider Contracts and MOAs

Exhibit 24: Service Provider Contracts and MOAs for Services at the Court Resource Center*				
Agency and Effective Dates	Signed Dates	Services Provided	CRC Service Hours	Costs
Seattle Human Services Department and Public Health Seattle-King County January 1, 2017- December 31, 2017	No date on contract	<p>Outreach and enrollment services for:</p> <ul style="list-style-type: none"> • Medical and dental referrals, • Energy and utility rate assistance programs (federal and local), • Basic food (food stamps— federal and State), • Health insurance (e.g., Medicaid and State funded programs, and programs provided under the Affordable Care Act such as Apple Health for Kids--federal and state and Qualified Health Plans), • ORCA Lift program, • Identifying and reaching the most vulnerable populations in Seattle by reviewing data that indicates who is uninsured, and • Referrals to job training and other asset-building services. 	<p>Tuesday- Wednesday 9am-12pm (2015-2016)</p> <p>Tuesday 9am-4pm and Wednesday 9am-12pm (2017)</p>	<p>For 6 hours \$10,896</p> <p>For 9 hours ~\$16,344⁷</p>
Seattle Human Services Department and King County Department of Community and Human Services (DCHS), subcontracted to Sound Mental Health (SMH)	January and February 2015	<ul style="list-style-type: none"> • Funds 30 Transitional Housing Units per year through the King County DCHS's Diversion and Reentry Services (DRS) Housing Voucher Program (HVP). HVP is a 9-month transitional housing program offering housing stabilization while clients work towards securing permanent housing. Clients include 	The service provider works out of the CRC and is at the CRC during most of its operating hours (Monday - Friday). The service provider also visits individuals who are in custody.	\$862,099

⁷ We estimated 2017 costs for nine hours based on the 2015-2016 costs for six hours.

Exhibit 24: Service Provider Contracts and MOAs for Services at the Court Resource Center*				
Agency and Effective Dates	Signed Dates	Services Provided	CRC Service Hours	Costs
January 1, 2015- December 31, 2016		individuals who are homeless, need treatment and have a Court case, or who are on probation. Sound Mental Health is the service provider.		
Washington State Department of Social and Health Services (DSHS) and Seattle Municipal Court Contract extended to January 1, 2016 through December 31, 2016	December 2015	<ul style="list-style-type: none"> • DSHS assists individuals with food benefits, such as food stamps eligibility or cash entitlements. • DSHS staff determines eligibility for other state programs such as the Housing Essential Needs program (HEN). If someone is eligible, DSHS will extend other benefits to them. 	Monday – Wednesday and Fridays 8am- 3:30pm	Seattle Municipal Court funds \$33,455 per year, plus \$500 per year for miscellaneous supplies for 20 hours per week. Mental Illness and Drug Dependency (MIDD) sales tax revenue funds Friday hours.
Seattle Public Library and Seattle Municipal Court Contract ended December 2014	March and April 2014	Library staff provide to CRC clients basic library services orientation including registering clients for library cards and explaining library borrowing procedures and how to reserve a computer.	Tuesday and Wednesday 10- 12am	No cost to the CRC
Seattle Human Services Department and Organization for Prostitution Survivors January-December 31, 2017	Contract not signed (but the contact has a footnote with a 10/1/16 date).	Facilitates the Sex Buyers Diversion (Johns) classes to increase knowledge of the social, health, and legal consequences of prostitution. The class allows persons convicted of or entering a non-conviction disposition for prostitution and sexual exploitation to meet Seattle Municipal Code section 12A.10.110 (Convicted persons – Mandatory Counseling) requirements for certain offenses.	Last Tuesday of the month (12 classes)	\$6,000

Exhibit 24: Service Provider Contracts and MOAs for Services at the Court Resource Center*				
Agency and Effective Dates	Signed Dates	Services Provided	CRC Service Hours	Costs
1 st Choice DUI Victim Panel and Seattle Municipal Court January 4, 2016 and shall end upon written notice by either party	December 2015 (not signed by the Court)	Provides classes at the CRC to individuals enrolled in the state-certified Victims Impact Panel. Participants hear real stories of how the decision to drive under the influence changed lives forever.	1 st , 3 rd , and 4 th Friday of each month, 12-2pm.	No cost to CRC, participants pay \$35 to the service provider for the class
Catholic Community Services and Seattle Municipal Court April, 1, 2017 and shall end upon written notice by either party	May 2017	Provides services through Coordinated Entry for All (CEA) to eligible homeless clients who are seeking housing services and assessment. CEA assists people experiencing homelessness to find stable housing by identifying, assessing, and connecting them to housing support services and housing resources.	Wednesday 1-4pm	No cost to the CRC
Therapeutic Health (THS) Services (in 2015-2016), Pioneer Human Services (PHS) and Seattle Municipal Court – Starting mid-2017	THS – contract ended Dec. 2016 PHS contract under development	THS and PHS provide(d) chemical dependency assessment and referrals.	THS (DRS): Monday-Thursday by appointment PHS: Tuesday and Thursday 1pm-4pm (2015-2016)	King County funded (no cost to the City)
Convictions Careers and Seattle Municipal Court November 16, 2015 and shall end upon written notice by either party.	November 2015	Convictions Careers provides group and individual assistance at the CRC to eligible homeless clients seeking pre-employment education.	Monday 1-4pm	No cost to the CRC

*Note: This is not a comprehensive list of services that the Court provides at the CRC. Other services Court Probation Staff and volunteers provide include employment services (formerly provided by a service provider), clothing, snacks, general information and referrals, and Court date information.

APPENDIX E

Description of Services Offered at the CRC (listed alphabetically)

Chemical Dependency Treatment and Prevention: Service providers offer chemical dependency assessments and referrals for treatment and prevention.

Classes (e.g., Life Skills, Self-Awareness): Court staff provide classes in life management skills and self-awareness to Court clients.

Clothing/Hygiene Kits: CRC front desk staff and service providers provide clothing, hygiene kits and blankets. Seattle Municipal Court, City Attorney's Office, and City Budget Office employees donate items to the clothing bank. When clothing items are not available to meet the client's needs, CRC staff and volunteers provide clients with referrals and directions to clothing banks.

Combined Other Services (Legal Assistance, Veteran's Services, Electronics/Voicemail Setup): Clients are provided information and referrals to address an array of issues, such as legal issues, veterans' services, and help with setting up voicemail, mail boxes, banking, emails, and phones.

CRC Overview: CRC front desk staff provide clients with an overview of the services provided at the CRC.

DUI Victims Panel: Victims of Driving Under the Influence (DUI) incidents discuss their experiences before individuals convicted of DUI violations. A service provider offers classes to individuals enrolled in the state-certified Victims Impact Panel. Participants hear real stories of how the decision to drive under the influence changed lives forever.

Domestic Violence Victims Assistance: The CRC provides referrals to domestic violence shelters and information related to safe shelter and victim's advocacy.

Employment/Jobs: Current job opportunity notices are kept in a binder for clients to review and pursue. Assistance is provided on job counseling, resume writing, and what to wear and say in interviews. In 2016, Convictions Careers provided group and individual assistance at the CRC to eligible homeless clients seeking pre-employment education. These services are now offered by the Court's Probation Services Division staff and volunteers. CRC staff and volunteers also make referrals to job training and other asset-building services.

Energy and Utility Assistance Program (federal and local): Service providers enroll eligible clients into low income and elderly energy and utility rate assistance programs and make referrals to agencies that provide assistance.

Food: Food assistance includes providing clients with snacks and the Washington State Department of Social and Health Services assisting individuals with securing food benefits, such as food stamps eligibility or cash entitlements. Food is also made available through Operation Sack Lunch for all day class participants. CRC staff and volunteers also make referrals to agencies that provide hot meals, and to local food banks.

General Assistance/Referrals/Information: Front desk staff answer questions, provide information, and make referrals on many topics. Questions may be about the status of a Court case or the time of a hearing. Referrals may be to classes not offered at the CRC, such as in parenting or financial management.

Health Care: Service providers are available to enroll qualifying individuals into health care programs and health insurance, (e.g., Medicaid and State funded programs, and programs provided under the Affordable Care Act such as Apple Health for Kids--federal and state and Qualified Health Plans), and make medical and dental referrals.

Housing: There are several efforts to address housing issues at the CRC, including:

Housing vouchers are provided to formerly incarcerated Court clients who are on probation. For other clients, assistance is provided to identify short and long term housing options. DSHS staff determine eligibility for other state programs such as the Housing Essential Needs program (HEN). If someone is eligible, DSHS will extend other benefits to them.

The City Funds 30 Transitional Housing Units per year through the King County Department of Community and Human Service's Diversion and Reentry Services (DRS) Housing Voucher Program (HVP). HVP is a 9-month transitional housing program offering housing stabilization while clients work towards securing permanent housing. Clients include individuals who are homeless, need treatment and have a Court case, or who are on probation.

Catholic Community Services provides services through Coordinated Entry for All (CEA) to eligible homeless clients who are seeking housing services and assessment. CEA assists people experiencing homelessness to find stable housing by identifying, assessing, and connecting them to housing support services and housing resources.

ID Replacement: A service provider offers assistance and partial payment assistance for ID replacement.

Library: City of Seattle Library staff provide CRC clients basic library services orientation, including registering clients for library cards, explaining library borrowing procedures and how to reserve a computer.

Literacy/GED/Education: CRC Staff and volunteers provide one on one assistance to individuals interested in studying for and obtaining their GED.

Mental Health Evaluation, Treatment and Linkages: A service provider offers mental health evaluations and counseling is provided.

Phone Assistance: Clients can get access to a free phone through a federally funded program that assists those falling at or below the Federal Poverty Guideline.

Transportation/ORCA: A service provider offers enrollment in the ORCA LIFT (reduced bus fare) program, and CRC staff and volunteers provide bus schedule information, free downtown circulator maps, and driving directions.

Sex Buyers Diversion Class: A service provider facilitates the Sex Buyers Diversion (Johns) classes to increase knowledge of the social, health, and legal consequences of prostitution. The class allows persons convicted of or entering a non-conviction disposition for prostitution and sexual exploitation to meet Seattle Municipal Code section 12A.10.110 (Convicted persons – Mandatory Counseling) requirements for certain offenses.

APPENDIX F

Seattle Office of City Auditor Mission, Background, and Quality Assurance

Our Mission:

To help the City of Seattle achieve honest, efficient management and full accountability throughout City government. We serve the public interest by providing the City Council, Mayor and City department heads with accurate information, unbiased analysis, and objective recommendations on how best to use public resources in support of the well-being of Seattle residents.

Background:

Seattle voters established our office by a 1991 amendment to the City Charter. The office is an independent department within the legislative branch of City government. The City Auditor reports to the City Council, and has a four-year term to ensure her/his independence in deciding what work the office should perform and reporting the results of this work. The Office of City Auditor conducts performance audits and non-audit projects covering City of Seattle programs, departments, grantees, and contracts. The City Auditor's goal is to ensure that the City of Seattle is run as effectively, efficiently, and equitably as possible in compliance with applicable laws and regulations.

How We Ensure Quality:

The office's work is performed in accordance with the Government Auditing Standards issued by the Comptroller General of the United States. These standards provide guidelines for audit planning, fieldwork, quality control systems, staff training, and reporting of results. In addition, the standards require that external auditors periodically review our office's policies, procedures, and activities to ensure that we adhere to these professional standards.

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