Seattle Office of City Auditor

July 15, 2022

The Honorable Debora Juarez, President, Seattle City Council
The Honorable Lisa Herbold, Councilmember, Seattle City Council
The Honorable Andrew Lewis, Councilmember, Seattle City Council
Seattle City Hall, 2nd Floor
Seattle, WA 98104

Dear President Debora Juarez, and Councilmembers Lisa Herbold and Andrew Lewis,

The City of Seattle's Office of City Auditor is pleased to share the attached response from Mayor Bruce A. Harrell regarding our audit follow-up work on the four previous reports we issued on the Navigation Team.[1] This audit follow-up work was requested by Seattle City Councilmembers Andrew Lewis and Lisa Herbold. Based on our previous reports on the Navigation Team, our review of practices from other jurisdictions, and input from public health professionals and researchers, we created a draft report that contained a set of potential measures that could be used as a starting point for the creation of a data dashboard to help the City of Seattle (City) track whether conditions related to unsanctioned encampments are getting better or worse over time. In our draft report we recommended that the City develop and regularly update a data dashboard to track its progress addressing unsanctioned encampments. Further, we state that this dashboard should be developed with input from City

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[1] Beginning in 2017, in response to a request from Seattle City Councilmember Lisa Herbold, our office produced a series of four reports that were intended to promote continuous improvement in the City's approach to addressing unsanctioned encampments.
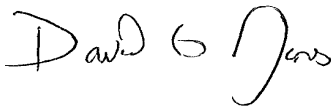
- **Reporting Plan for Navigation Team**, published November 7, 2017, included a reporting plan with 14 requests for information (i.e., "reporting checkpoints") to help inform the City Council's understanding of the Navigation Team's approach. Each section included a description of the research evidence, leading practices, and emerging issues that supported the requests for information.

- **Review of Navigation Team 2018 Quarter 1 Report**, published October 2, 2018, included findings and recommendations related to data systems and financial reporting, low shelter bed availability, opportunities for diversion strategies, trauma-informed care, use of consistent metrics among outreach providers, and racial equity analysis.

- **Review of Navigation Team 2018 Quarter 2 Report**, published February 7, 2019, included findings and recommendations related to gaps in providing outreach to newly unsheltered individuals, lack of a systematic approach for managing field operations, lack of direct access to diversion resources, gaps in prioritizing hygiene for unsheltered individuals, and no plan for rigorous independent evaluation.

- **Five Steps the City of Seattle Should Take to Reduce Trash Around Unsanctioned Encampments**, published February 24, 2020, identified five steps that the City could take to develop a more strategic approach to help reduce or prevent unsanctioned encampment trash from accumulating, and to track whether encampment trash accumulation is increasing or decreasing.

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departments, the King County Regional Homelessness Authority, and people with lived experience of homelessness. See Attachment B - The City of Seattle Should Use a Data Dashboard to Track its Progress in Addressing Unsanctioned Encampments.

As Mayor Harrell indicates in his attached letter, the City recently launched its [One Seattle Homelessness Action Plan](#). This interactive website includes some of the metrics that we proposed in our attached report, including a geographic inventory of verified tent and RV encampments and number of reported fires at tent and RV encampments. These metrics will help provide a baseline from which the City can track its progress in addressing unsanctioned encampments. We note that the One Seattle Homelessness Action Plan indicates that the Executive "will continue to update and add metrics to track progress and drive accountability."

We appreciate the cooperation from the Executive on this follow-up audit work and look forward to their continued development of metrics that will track the City's progress and drive accountability related to addressing unsanctioned encampments in Seattle.

Sincerely,

David G. Jones
City Auditor

Attachments:

    A. Executive Response Letter from Mayor Bruce A. Harrell
    B. The City of Seattle Should Use a Data Dashboard to Track its Progress in Addressing Unsanctioned Encampments

cc: Seattle City Council

City of Seattle
Mayor Bruce Harrell

June 28, 2022

Dr. Claudia Gross-Shader, Assistant City Auditor
David G Jones, City Auditor
Seattle Office of City Auditor
700 5th Avenue, Suite 2410
Seattle, WA 98104

Dear Dr. Gross-Shader and Mr. Jones,

Thank you for the opportunity to review your final draft report: *The City of Seattle Should Use a Data Dashboard to Track its Progress in Addressing Unsanctioned Encampments.* We appreciate the thorough work of the City Auditor's Office in reviewing this issue and the thoughtful inclusion of our regional partners at the King County Regional Homelessness Authority (KCRHA) and Public Health Seattle-King County (PHSKC) in the development of this report.

Since your office began this audit in 2021, a lot has changed both within the City and across our region. My administration took office in January of this year, the same time the KCRHA team assumed oversight of the regional homelessness response system including the City's $118M investment in 2022. Deputy Mayor Tiffany Washington led the rapid stand-up of the Unified Care Team, an interdepartmental City team to coordinate the work to ensure public spaces are clean and accessible for all. We have been actively engaged with our partners at the KCRHA to start the development of a more holistic encampment resolution strategy.

The City recently launched our One Seattle Homelessness Action Plan, providing a transparent and interactive framework detailing my administration's approach to the issue of homelessness. We are also learning more as a region about the breadth of the issue of homelessness, thanks to an incredible cross-systems analysis led by King County and the ongoing systems reporting from the KCRHA. To understand the work to address encampments, it will be critical to work closely with our partners to ensure the metrics in the dashboard are ones we can directly impact via an encampment resolution strategy. Some of the measures identified in this report are indicators of overall effectiveness of our homelessness response system and other systems of care, and not tied directly to encampment resolution.

It is only through continued collaboration with our partners that we will be able to better understand both the scope and scale of the issue and the effectiveness of our interventions to address homelessness. Our work to address unsanctioned encampments is only a piece of this broader work to increase system throughput, expand access to affordable housing, and ensure robust emergency shelter options that meet people's needs.

Sincerely,

Bruce Harrell
Mayor of Seattle

The City of Seattle Should Use a Data Dashboard to Track its Progress in Addressing Unsanctioned Encampments

July 15, 2022

David G. Jones, City Auditor

Seattle Office of City Auditor

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INTRODUCTION

Audit Overview

This audit is a follow-up to our four previous audits regarding the Navigation Team (see Background section below). This audit was requested by Seattle City Councilmembers Andrew Lewis and Lisa Herbold. Based on our previous reports on the Navigation Team, practices from other jurisdictions, and input from public health professionals and researchers we created a draft set of potential measures that could be used as a starting point for the creation of the data dashboard to help the City of Seattle (City) track whether conditions related to unsanctioned encampments are getting better or worse over time. We recommend that the City of Seattle develop and regularly update a data dashboard to track its progress addressing unsanctioned encampments. This dashboard should be developed with input from City departments, the King County Regional Homelessness Authority, and people with lived experience of homelessness.
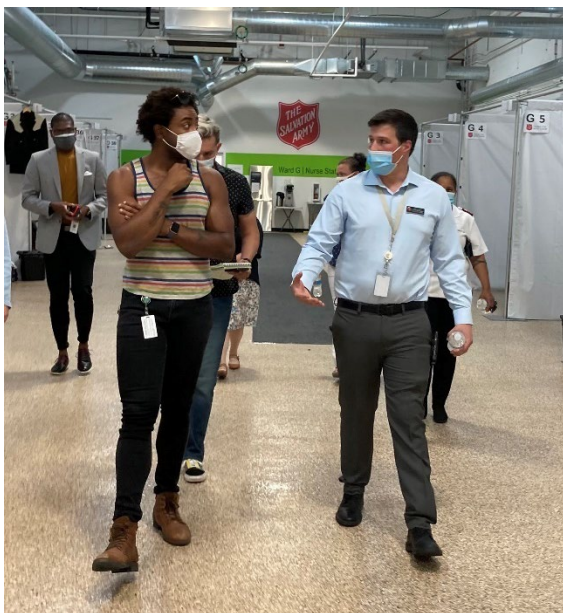
Background

Beginning in 2017, in response to a request from Seattle City Councilmember Lisa Herbold, our office produced a series of four reports that were intended to promote continuous improvement in the City's approach to addressing unsanctioned encampments.

- **Reporting Plan for Navigation Team**, published November 7, 2017, included a reporting plan with 14 requests for information (i.e., "reporting checkpoints") to help inform the City Council's understanding of the Navigation Team's approach. Each section included a description of the research evidence, leading practices, and emerging issues that supported the requests for information.

- **Review of Navigation Team 2018 Quarter 1 Report**, published October 2, 2018, included findings and recommendations related to data systems and financial reporting, low shelter bed availability, opportunities for diversion strategies, trauma-informed care, use of consistent metrics among outreach providers, and racial equity analysis.

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- **Five Steps the City of Seattle Should Take to Reduce Trash Around Unsanctioned Encampments**, published February 24, 2020, identified five steps that the City could take to develop a more strategic approach to help reduce or prevent unsanctioned encampment trash from accumulating, and to track whether encampment trash accumulation is increasing or decreasing.

In December 2020 our office had 48 pending or new recommendations related to addressing unsanctioned encampments (Appendix B). However, those recommendations were closed as of our March 26, 2021 report, Status Report on Implementation of Office of City Auditor Recommendations as of December 2020. One major reason for the closure of the recommendations is that many of the City's homelessness programs are being transferred to the King County Regional Homelessness Authority (KCRHA) and will no longer be under the direct control of the City's Human Services Department (HSD). Another major change was the elimination of the City's Navigation Team and the development of the Homelessness Outreach and Provider Ecosystem (HOPE) Team in HSD. Despite these changes, unsheltered homelessness and unsanctioned encampments remain major issues for the City, and our prior audit work on these topics can inform current efforts to address them.

Leaders from the King County Regional Homelessness Authority tour the Salvation Army NW SODO shelter, August 13, 2021. *Photo Source: King County Regional Homelessness Authority.*

DATA DASHBOARD TO TRACK CITY'S PROGRESS WITH ENCAMPMENTS

Section Summary

This section describes the need for a data dashboard to track the City's progress related to unsanctioned encampments. The dashboard's primary focus is on progress related to unsanctioned encampments, which is a sub-set of the overall effectiveness of the City's homelessness system. It identifies three key data domains: lived experience of unsheltered individuals, public health indicators, and measures of system performance. Potential dashboard measures for each domain are suggested as a first step toward developing and implementing the dashboard.

Why develop a data dashboard?

Ongoing visibility to a comprehensive set of measures that show whether conditions related to unsanctioned encampments are improving or worsening over time

A consistent theme from our four previous reports was that the City was not systematically tracking the kind of data that would aid City leaders, stakeholders, and community members in understanding whether conditions related to encampments were improving or worsening over time. In previous reports we found that many important data, ranging from daily shelter-bed availability to trash accumulation, to the number of 24-hour bathrooms, were not being tracked over time.

Exhibit 1: Seattle Fire Department Encampment Aid/Medic Responses

Source: Office of City Auditor screen shot of Seattle Real Time Fire 911 Calls data.

Other data, such as Seattle Fire Department's encampment aid and encampment medic responses (see image to the left), are collected but are not currently used to help evaluate whether conditions for those living in encampments are improving or worsening over time.

Currently missing from the City's approach to unsanctioned encampments is ongoing visibility over a comprehensive set of measures that can

help the City track its progress and make course corrections as needed. This data will be especially important for the City as it transitions in 2022 to working with the King County Regional Homelessness Authority and as a new Mayor's administration begins. Further, the Executive has indicated that a key next step would be for the City and KCRHA to develop an implementation plan for addressing unsanctioned encampments that could ultimately help inform the development of the dashboard as well as the most helpful measures for tracking progress.

Potential Benefits of an Encampments Progress Data Dashboard

It might be easy to dismiss the idea of creating a data dashboard for tracking the City's progress on addressing unsanctioned encampments. It is a time of transition in City government; there are resource constraints; strategies to address unsanctioned encampments are evolving; and Seattle is still recovering from the pandemic. However, there are several ways that the City could benefit from taking the time to develop and implement the data dashboard[1].

IMPROVEMENT	COORDINATION	ACCOUNTABILITY	CELEBRATION	SUSTAINABILITY
Improvement. The data dashboard would help the City identify areas that would benefit from increased attention and problem-solving. This could include acute issues needing immediate attention from the City (e.g., diarrheal disease), opportunities for continuous improvement (e.g., field staff trained in trauma-informed care), and seasonal impacts on capacity.	**Coordination.** Our previous reports have identified the need for better coordination among the City departments, other agencies, and contracted service providers who work to address unsanctioned encampments. The data dashboard could be reviewed and discussed regularly by all the organizational partners to help identify opportunities for improved coordination.	**Accountability.** City leaders and community members want to know whether the City's investments in addressing unsanctioned encampments are resulting in positive change. A comprehensive data dashboard (see example with potential measures in Table 1) would provide greater accountability for this complex issue.	**Celebration.** The data dashboard would also allow the City to take stock of improvements that have occurred over time. Addressing unsanctioned encampments is one of the most challenging issues facing cities today. Regular celebration of progress can help to keep everyone motivated and encouraged in the face of this difficult work.	**Sustainability.** The path to addressing unsanctioned encampments may require years of hard work to realize significant positive change in some of the dashboard indicators. A data dashboard can help the City chart its course to positive change through the organizational and leadership transitions that will occur over time.

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[1] This report uses the term 'data dashboard'. However, the City might choose to develop multiple dashboards to serve this purpose, including dashboards for internal use as well as dashboards for the public.

What might be included in the data dashboard?

Informed by previous reports from our office on the Navigation Team, best practices from other jurisdictions, and input from public health professionals and researchers we created a draft set of potential measures that could be used as a starting point for the creation of the data dashboard (see Table 1 below).

Staff from the King County Regional Homelessness Authority (KCRHA) and from Public Health Seattle and King County (PHSKC) provided input on these potential draft measures. Both KCRHA and PHSKC have indicated that they are willing to continue to work with the City on the development and implementation of the dashboard. Further, both KCRHA and PHSKC have offered to help the City gather and incorporate input on the development of the dashboard from people with the lived experience of homelessness.

Some of the proposed dashboard items are already collected by City departments (e.g., Seattle Fire Department encampment fires). Some items are currently collected county-wide and would require the Seattle-specific data to be disaggregated (e.g., Hepatitis A cases). Other proposed dashboard items will require the City to collect data or contract for data collection with research partners and/or community organizations (e.g., geographic tent inventory).

Table 1 contemplates organizing the data dashboard into three broad domains: 1) lived experience for unsheltered individuals, 2) public health indicators, and 3) system performance measures.

Domain: Lived Experience for Unsheltered Individuals

Although there may be differences in opinion on the strategies the City should use to address unsanctioned encampments, there is widespread agreement among leaders and community members that improving the well-being of those living unsheltered should be a high priority for the City. Further, there are some measures that are already collected by the City and King County that could help show how the lived experience of unsheltered individuals was changing over time. For example, if the City's strategies for unsanctioned encampments were successful, we would expect to see declines in the number of weather-related deaths (e.g., heat and hypothermia) among unsheltered individuals reported in Seattle by PHSKC. We would also expect to see a decline over time in Seattle Fire Department medical calls related to encampments. These already-collected data could help the City gauge changes in the lived experience for unsheltered individuals.

In addition, to get a more detailed picture of how conditions for unsheltered individuals were changing over time, it would also be helpful for the City to collect data from health service-providers (e.g., hospital data on violent victimization among unsheltered individuals). Further, unsheltered individuals themselves can provide meaningful qualitative data on changes in their well-being and access to services. Contracted agencies and/or research partners could be engaged by the City to collect this qualitative information respectfully and systematically. This information could be critical for assessing whether the City's current strategies are effective or, conversely, are causing harm. These data can also be helpful to the City for designing and implementing course-corrections in its approach to addressing unsanctioned encampments.

It is important to note that some of this data collection represents a significant body of work, which may require more resources than are currently available (either through redirecting contracted providers, regular engagement of research partners, or assignment of City staff).

Table 1 includes the following nine potential measures for the lived experience domain:
- Change in violent victimization among unsheltered individuals
- Change in number of deaths among unsheltered individuals
- Change in number of drug/alcohol-caused deaths among unsheltered individuals
- Change in number of weather-related deaths (e.g., heat and hypothermia) among unsheltered individuals
- Change in Seattle Fire Department medical calls related to encampments
- Change in number of cases of Hepatitis A and diarrheal disease (e.g., shigella and cryptosporidiosis) among unsheltered individuals
- Change in number and geographic distribution of observed tents
- Emergency weather measures required (e.g., air filtration filters for wildfire smoke, emergency spaces for winter and heat advisories)
- Qualitative data on quality of life and well-being

The Executive should periodically review and revise the dashboard metrics to ensure that the measures continue to be helpful.

Domain: Public Health Indicators

As our office has previously reported, hundreds of unsanctioned encampments in Seattle currently lack hygiene facilities (e.g., showers, hand washing, laundry, toilets) and sanitation (e.g., human waste and trash disposal). This is a serious public health risk[2] for all

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[2] The Seattle Times and The Atlantic have reported on the spread of infectious diseases from fecal contamination in unsanctioned encampments. Open defecation poses significant risk for disease transmission. Just one gram of fresh feces from an infected person can contain around 1 million viral pathogens and 1-100 million bacterial pathogens. Ending the practice of open defecation by providing adequate sanitation (i.e., the safe disposal of human excreta) is recognized as the most effective means of preventing the transmission of disease through feces. Source: Sanitation and Health, Public Library of Science – Medicine, November 2010.

Seattle residents and an especially high risk for the individuals currently experiencing homelessness at these undeveloped sites. Our February 24, 2020 report, Five Steps the City of Seattle Should Take to Reduce Trash Around Unsanctioned Encampments, concluded that to protect public health, the City should develop and implement a more strategic approach for addressing trash accumulation associated with unsanctioned encampments. Our report offered findings and recommendations for five steps that the City should take in developing a more strategic approach: 1) Track trash accumulation systematically; 2) Develop/implement strategies for persistent trash hot spots; 3) Protect urban streams/watersheds; 4) Improve needle recovery efforts; 5) Use best practices to deter metal theft. The information and recommendations in this report can be useful in identifying potential public health indicators to track in the data dashboard.

Another potential public health indicator is data currently collected
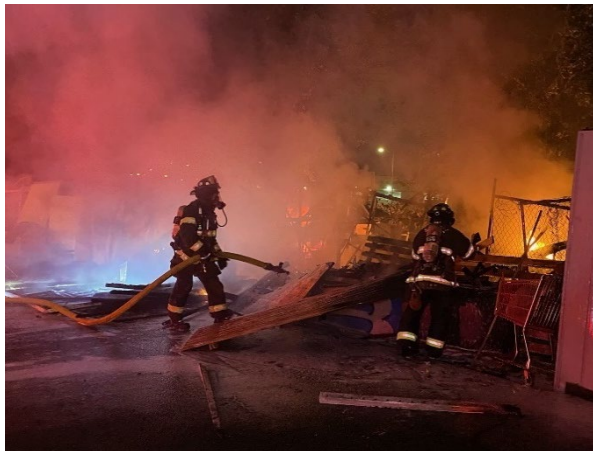
Crews from Seattle Fire Department responded to a fire on S. Kenyon St., October 18, 2021. Source: Seattle Fire Department

by the Seattle Fire Department regarding encampment fires.

The Seattle Fire Department currently tracks encampment fires and applies King County Fire Marshal designations to these events including: Accidental, Incendiary (i.e., arson), Undetermined, and Threat.

Table 1 includes the following four potential measures for the public health domain:
- Change in fecal bacteria in Seattle streams near encampments
- Change in number of needles reported on public property near encampments
- Change in trash accumulated at chronic trash locations near encampments
- Change in number of encampment-related fires that resulted in injuries or property destruction
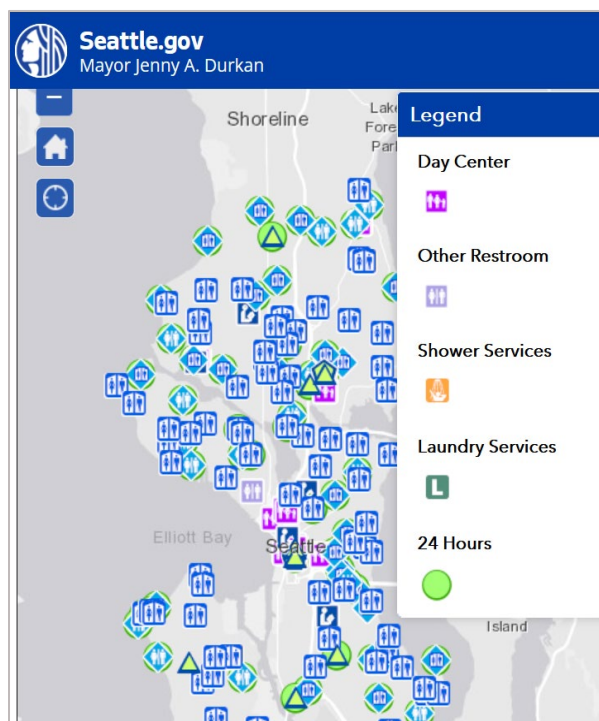
The City of Seattle Should Use a Data Dashboard to Track its Progress in Addressing Unsanctioned Encampments

Domain: System Performance Measures

The dashboard measures for the previous two domains (i.e., lived experience and public health indicators) will be affected over time by how well City systems are working. Our previous four reports contained recommendations focused on improving system performance including improving consistency and coordination among providers, providing better real-time data on availability of accommodations (e.g., hotels, tiny houses, enhanced shelters), and providing more access to 24-hour hygiene facilities.

For example, on any given day, there may be scores of City-funded field staff working directly to address unsanctioned encampments. This includes City staff from the Human Services Department, Seattle Parks and Recreation and Seattle Public Utilities, contracted outreach providers now reporting to the King County Regional Homelessness Authority, and City-funded public health providers (e.g., Healthcare for the Homeless Mobile Medical Van). This will require more attention to field staff coordination and consistency of training, including training in trauma-informed practices. In addition, measures of lived experience, such as spread of Hepatitis A and diarrheal disease, and public health indicators, such as fecal bacteria in Seattle streams, will be affected by the quantity and hours of operation of public restrooms with running water.

Exhibit 2: Map of City Hygiene Services

Source: The City of Seattle's Innovation and Performance Team's Performance Seattle website includes a map of hygiene services that includes 24-hour facilities.

Table 1 includes the following six potential measures for the system performance domain:

- Percentage of City staff and contractors engaged in outreach/field work who are trained in trauma-informed practices
- Quantity and hours of operation of public restrooms with running water

The City of Seattle Should Use a Data Dashboard to Track its Progress in Addressing Unsanctioned Encampments

- Change in ratio of number of daily available accommodations (by type, e.g., tiny houses, hotel, etc.)/estimated number of unsheltered individuals[3]
- Change in rate of acceptance of alternative accommodations (by type, e.g., tiny houses, hotel, etc.)
- Change in outreach workers' ability to maintain engagement with encampment residents
- Change in unmet need for mental health services and substance use disorder treatment among unsheltered individuals

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[3] According to HSD, the HOPE team currently only tracks the number of daily available accommodations for those beds that are set-aside for the HOPE team, representing approximately 30 percent of City-funded shelter spaces.

Table 1: <u>Potential</u> Dashboard Measures

Domain	Potential Dashboard Measure	Data Source	Description
Lived Experience for Unsheltered Individuals	1. Change in violent victimization among unsheltered individuals	Hospital data (e.g., Harborview)	If its strategies were effective, the City should see a reduction over time in violent victimization among individuals who are living unsheltered. There are national (e.g., Cardiff Model from CDC) and local models (e.g., Harborview Injury Prevention and Research Center) for using hospital data regarding injuries from violence to better understand the underlying issues and to develop collaborative strategies for prevention.
	2. Change in number of deaths among unsheltered individuals	King County Medical Examiner's Office (KCMEO)	Data on confirmed deaths among people living homeless are reported on the KCMEO website. It would be helpful to track the raw number of these deaths in Seattle over time as well as the ratio of annual deaths/estimated total number of unsheltered individuals.
	3. Change in number of drug/alcohol-caused deaths among unsheltered individuals	Public Health Seattle and King County (PHSKC)	Data on confirmed drug or alcohol-caused deaths among unstably housed individuals in Seattle are already included in this PHSKC report. It would be helpful to track the raw number of drug or alcohol-caused deaths in Seattle over time as well as the ratio of annual deaths/estimated total number of unsheltered individuals.
	4. Change in number of weather-related deaths (e.g., heat and hypothermia) among unsheltered individuals	Public Health Seattle and King County (PHSKC)	PHSKC currently reports on the Medical Examiner's Office-investigated deaths that occurred among people presumed to be living homeless, including those who died from weather-related deaths (e.g., heat and hypothermia).
	5. Change in Seattle Fire Department medical calls related to encampments	Seattle Fire Department (SFD)	Seattle Fire Department currently tracks "encampment aid" calls and "encampment medic" calls in its Computer-Aided Dispatch system.
	6. Change in number of cases of Hepatitis A and diarrheal disease (e.g., shigella and cryptosporidiosis) among unsheltered individuals	Public Health Seattle and King County (PHSKC)	Data on cases of Hepatitis A are already reported for King County on this dashboard from PHSKC. PHSKC also reports on outbreaks of diarrheal disease. For the City, it would be helpful to track the cases in Seattle among people who are experiencing homelessness.
	7. Change in number and geographic distribution of observed tents	Geographic tent inventory	Seattle Pacific University researchers and students have conducted several citywide geographic tent inventories (April – August 2019; October – December 2019; and July 2020). These systematic geographic tent inventories can be used as a baseline for further data collection that could help the City track changes in the number and geographic distribution of tents.

The City of Seattle Should Use a Data Dashboard to Track its Progress in Addressing Unsanctioned Encampments

	8. Emergency weather measures required (e.g., air filtration filters for wildfire smoke, emergency spaces for winter and heat advisories)	Public Health Seattle and King County (PHSKC) and City of Seattle Human Services Department (HSD) data	Data regarding the quantity of equipment distributed (e.g., air filtration filters) and the number of people served in emergency spaces due to winter and heat advisories will help gauge the change in the number of unsheltered individuals who are vulnerable to extreme weather conditions.
	9. Qualitative data on well-being and access to services	Interviews, surveys, etc.	Qualitative data regarding well-being and access to services could be systematically collected by agencies and/or research partners. For example, data regarding access to services has been collected in the Count Us In - Seattle/King County Point in Time Count of Individuals Experiencing Homelessness. Also, between 2012 and 2018, researchers and students from Seattle Pacific University conducted interviews of over 60 residents of Seattle's Tent City 3.
Public Health Indicators	10. Change in fecal bacteria in Seattle streams near encampments	Seattle Public Utilities' (SPU) stream data	As noted in the February 2020 Office of City Auditor (OCA) report on the Navigation Team, a 2018 SPU analysis showed elevated levels of human-source fecal bacteria in Thornton Creek near Matthews Beach.
	11. Change in number of needles reported on public property near encampments	SPU data	As noted in the February 2020 OCA report on the Navigation Team (pages 17-20), SPU removes needles from public property within 24 hours. SPU currently tracks the number of community reports as well as needles collected.
	12. Change in trash accumulated at (certain number of) chronic locations near encampments	Systematic trash accumulation site survey	See February 2020 OCA report on the Navigation Team (pages 4-13)
	13. Change in number of encampment-related fires that resulted in injuries or property destruction	Seattle Fire Department data	Seattle Fire Department currently tracks encampment fires and applies King County Fire Marshal designations to these events including Accidental, Incendiary (i.e., arson), Undetermined, and Threat.
System Performance Measures	14. Percentage of City staff and contractors engaged in outreach/field work who are trained in trauma-informed practices	Trauma-informed assessments	Under the City's Navigation Team model, there were gaps in training in trauma-informed practices; see October 2018 OCA Navigation Team report (Pages 17-19). With some field work moving to the KCRHA and some field work remaining at the City, this data would need to be collected from both entities.
	15. Quantity and hours of operation of public restrooms with running water	Systematic restroom survey	See February 2019 OCA Navigation Team report (pages 21-26). See also 2017 audit of public toilets in Los Angeles Skid Row. A systematic restroom survey should include the number of facilities that are open to the public 24 hours day/seven days per week. The City of Seattle's Innovation and Performance Team's Performance Seattle website includes a map of hygiene services that includes all departments that have public facing restrooms and provides site address, type of facility, hours of operation, and operational status. This map includes portable toilets, handwashing stations, and mobile shower trailers deployed within SPU's Hygiene Program. SPU also tracks shower use at its mobile Hygiene Trailers using this Tableau dashboard.

The City of Seattle Should Use a Data Dashboard to Track its Progress in Addressing Unsanctioned Encampments

16. Change in ratio of # of daily available accommodations/estimated number of unsheltered individuals	Daily shelter/tiny house/hotel room availability data	See the OCA analysis of daily shelter bed availability in the October 2018 OCA Navigation Team report (Pages 9-10) for an example of this type of data collection. This analysis should include the extent to which available beds go underutilized on a daily basis.	
17. Change in rate of acceptance of alternative accommodations	Rate of acceptance of referrals (by accommodation type, e.g., tiny house, hotel room, etc.) based on data from HSD	See the OCA discussion of acceptance of referrals in the October 2018 OCA Navigation Team report (Page 10). See also the September 2021 Central Staff memo (Page 4) and the August 2021 HSD report on HOPE Team metrics that reports on HOPE Team shelter recommendations, shelter referrals, and shelter arrivals.	
18. Change in outreach workers' ability to maintain engagement with encampment residents	(Previously included in narrative in quarterly HSD outreach contractor reports)	As noted in the February 2020 OCA Navigation Team report (page 6), quarterly reports from three outreach providers indicated that the outreach workers were having difficulties maintaining contact with their clients. This information had previously been included in the quarterly reports that HSD received from its contracted outreach providers. With outreach functions moving to King County Regional Homelessness Authority (KCRHC) in 2022, another mechanism for tracking this data (i.e., outreach workers' ability to maintain engagement with encampment residents) will be needed.	
19. Change in unmet need for mental health services and substance use disorder treatment among unsheltered individuals	Currently collected as self-reported data in the Count Us In - Seattle/King County Point in Time Count of Individuals Experiencing Homelessness	As noted in the 2020 Count Us In Report (pages 102-103), 70% of the unsheltered homeless population reported that psychiatric or emotional conditions (such as depression, schizophrenia) kept them from holding a job, living in stable housing, or taking care of themselves; while only 16% reported receiving mental health services. Also, 68% of unsheltered individuals reported that drug or alcohol abuse (including prescription drugs) kept them from holding a job, living in stable housing, or taking care of themselves, while only 9% reported receiving alcohol/drug counseling.	

How might the data dashboard be developed and maintained?

The City's Innovation and Performance team has experience partnering with City departments and other agencies to surface data and use tools such as data science and dashboards to improve understanding and decision-making. For example, in 2019, the team worked with nearly 200 staff across the City government to launch the Performance Seattle dashboard, a centralized dashboard for seven priority areas. The Innovation and Performance team also has experience partnering with private companies, non-profits, academic researchers, and community members.

People with the lived experience of homelessness should be meaningfully involved in the development of the dashboard. Both the King County Regional Homelessness Authority and Public Health Seattle and King County have offered to help the City incorporate input from people with the lived experience of homelessness in the future development of the dashboard.

Further, any new data collection systems that might be developed by the City to support this dashboard should comply with all appropriate privacy laws, including City Ordinance 125376 governing the City's acquisition and use of surveillance equipment.

Recommendation 1

The City of Seattle should develop and regularly update a data dashboard to track its progress addressing unsanctioned encampments. This dashboard should be developed with input from City departments, the King County Regional Homelessness Authority, and people with lived experience of homelessness. Any new data collection systems to support the dashboard should comply with privacy laws.

OBJECTIVES, SCOPE, AND METHODOLOGY

Audit Scope and Methodology

This audit was conducted at the request of Seattle City Councilmembers Lisa Herbold and Andrew Lewis.

This report was written by Dr. Claudia Gross Shader, Assistant City Auditor, with input from staff from the King County Regional Homelessness Authority and Seattle King County Public Health.

We would also like to thank the following researchers for their review and comment on our draft report: Dr. Karen Snedker from Seattle Pacific University, and Shannon Harper from the University of Washington West Coast Poverty Center.

A preliminary draft of this report was shared with staff from the Mayor's Office, HSD, SPD, SFD, SPU, Seattle Parks and Recreation, Seattle Office for Civil Rights, and City of Seattle Innovation and Performance Team. We made changes to the final report based on their input.

Per our standard practice, we conducted a process based on the City's Racial Equity Toolkit for our work on this report. We greatly appreciate the willingness of the King County Regional Homelessness Authority and Public Health Seattle and King County to help the City incorporate input from people with the lived experience of homelessness in the future development of the dashboard.

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
Executive Response

City of Seattle
Mayor Bruce Harrell

June 28, 2022

Dr. Claudia Gross-Shader, Assistant City Auditor
David G Jones, City Auditor
Seattle Office of City Auditor
700 5th Avenue, Suite 2410
Seattle, WA 98104

Dear Dr. Gross-Shader and Mr. Jones,

Thank you for the opportunity to review your final draft report: *The City of Seattle Should Use a Data Dashboard to Track its Progress in Addressing Unsanctioned Encampments*. We appreciate the thorough work of the City Auditor's Office in reviewing this issue and the thoughtful inclusion of our regional partners at the King County Regional Homelessness Authority (KCRHA) and Public Health Seattle-King County (PHSKC) in the development of this report.

Since your office began this audit in 2021, a lot has changed both within the City and across our region. My administration took office in January of this year, the same time the KCRHA team assumed oversight of the regional homelessness response system including the City's $118M investment in 2022. Deputy Mayor Tiffany Washington led the rapid stand-up of the Unified Care Team, an interdepartmental City team to coordinate the work to ensure public spaces are clean and accessible for all. We have been actively engaged with our partners at the KCRHA to start the development of a more holistic encampment resolution strategy.

The City recently launched our One Seattle Homelessness Action Plan, providing a transparent and interactive framework detailing my administration's approach to the issue of homelessness. We are also learning more as a region about the breadth of the issue of homelessness, thanks to an incredible cross-systems analysis led by King County and the ongoing systems reporting from the KCRHA. To understand the work to address encampments, it will be critical to work closely with our partners to ensure the metrics in the dashboard are ones we can directly impact via an encampment resolution strategy. Some of the measures identified in this report are indicators of overall effectiveness of our homelessness response system and other systems of care, and not tied directly to encampment resolution.

It is only through continued collaboration with our partners that we will be able to better understand both the scope and scale of the issue and the effectiveness of our interventions to address homelessness. Our work to address unsanctioned encampments is only a piece of this broader work to increase system throughput, expand access to affordable housing, and ensure robust emergency shelter options that meet people's needs.

Sincerely,

Bruce Harrell
Mayor of Seattle

APPENDIX B

Audit Recommendations Related to Unsanctioned Encampments as of March 26, 2021 ([see report here](#))

Department	Report Title	Publication Year	Recommendation Number	Recommendation	Status as of 12/31/2020	Status Detail (as of 12/31/2020)
HSD	Review of Navigation Team 2018 Quarter 1 Report	2018	628	The City should ensure that HSD has adequate support and resources to implement its planned improvements for accurately tracking and reporting on Navigation Team engagement metrics for 2018 and beyond.	**Closed**	The City Council voted to eliminate the Navigation Team in September of 2020. Therefore, we are closing this recommendation and will not be conducting further follow up on these recommendations.
HSD	Review of Navigation Team 2018 Quarter 1 Report	2018	629	The City should consider opportunities for expanding enhanced shelter capacity, including the bridge to housing approach used in San Diego and Sacramento that can be quickly deployed and incorporates private funding.	**Closed**	We are closing this recommendation and will not be conducting further follow up as the City is undertaking a new approach to unsanctioned encampments and homelessness.
HSD	Review of Navigation Team 2018 Quarter 1 Report	2018	630	The City should consider options for reserving a certain number of enhanced shelter beds daily for Navigation Team referrals.	**Closed**	The City Council voted to eliminate the Navigation Team in September of 2020. Therefore, we are closing this recommendation and will not be conducting further follow up on these recommendations.
HSD	Review of Navigation Team 2018 Quarter 1 Report	2018	631	The City should re-evaluate its recent additional investments in basic shelter capacity and consider reprogramming those resources for enhanced shelters or diversion.	**Closed**	We are closing this recommendation and will not be conducting further follow up as the City is undertaking a new approach to unsanctioned encampments and homelessness.
HSD	Review of Navigation Team 2018 Quarter 1 Report	2018	632	The City should explore opportunities for the Navigation Team to expand its use of diversion strategies including reunification with friends and family.	**Closed**	The City Council voted to eliminate the Navigation Team in September of 2020. Therefore, we are closing this recommendation and will not be conducting further follow up on these recommendations.
HSD	Review of Navigation Team 2018 Quarter 1 Report	2018	633	For 2018 and beyond, the City should explore using metrics for the Navigation Team that are consistent with the other City-funded outreach providers, including tracking reasons for refusing services.	**Closed**	The City Council voted to eliminate the Navigation Team in September of 2020. Therefore, we are closing this recommendation and will not be conducting further follow up on these recommendations.
HSD	Review of Navigation Team 2018 Quarter 1 Report	2018	634	The Executive should provide the Office of City Auditor with the following deliverables described in the Quarter 1 response: a. Results from the four focus groups conducted with Navigation Team staff and Licton Springs encampment residents.	**Closed**	The City Council voted to eliminate the Navigation Team in September of 2020. Therefore, we are closing this recommendation and will not be conducting further follow up on these recommendations.
HSD	Review of Navigation Team 2018 Quarter 1 Report	2018	635	HSD should develop a plan to ensure full Navigation Team staff participation in future trainings and assessments related to trauma-informed care.	**Closed**	The City Council voted to eliminate the Navigation Team in September of 2020. Therefore, we are closing this recommendation and will not be conducting further follow up on these recommendations.
HSD	Review of Navigation Team 2018 Quarter 1 Report	2018	636	The Navigation Team should consider collaborating with King County to address the training gaps identified in the Trauma Informed Care Self-Assessment.	**Closed**	The City Council voted to eliminate the Navigation Team in September of 2020. Therefore, we are closing this recommendation and will not be conducting further follow up on these recommendations.
HSD	Review of Navigation Team 2018 Quarter 1 Report	2018	637	HSD should consider re-administering the Trauma-Informed Care Self-Assessment to track progress with Trauma-Informed Care and should consider the use of additional self-assessment tools related to Trauma-Informed Care.	**Closed**	The City Council voted to eliminate the Navigation Team in September of 2020. Therefore, we are closing this recommendation and will not be conducting further follow up on these recommendations.

The City of Seattle Should Use a Data Dashboard to Track its Progress in Addressing Unsanctioned Encampments

Department	Report Title	Publication Year	Recommendation Number	Recommendation	Status as of 12/31/2020	Status Detail (as of 12/31/2020)
HSD	Review of Navigation Team 2018 Quarter 1 Report	2018	638	The Executive should provide the Office of City Auditor with the following deliverables described in the Quarter 1 response. These are deliverables associated with HSD's recommended short-term and long-term next steps for trauma-informed practice: a. Documentation of any meetings with Navigation Team members and partners to discuss self-assessment results b. Documentation that the Navigation Team has established structured meetings that address trauma for clients and impacts of vicarious trauma on staff. c. Documentation of written policies regarding trauma-informed practices. d. Documentation of clear policies regarding client engagement. e. Documentation of development of training program for the Navigation Team related to the five domains of trauma-informed practice. e. f. Documentation of the Navigation Team's staff use of SAMHSA resources.	**Closed**	The City Council voted to eliminate the Navigation Team in September of 2020. Therefore, we are closing this recommendation and will not be conducting further follow up on these recommendation
HSD	Review of Navigation Team 2018 Quarter 1 Report	2018	639	The Executive should provide a timetable for developing a plan for evaluating Navigation Police Officer training. The timetable should include the parties responsible for developing the plan.	**Closed**	The City Council voted to eliminate the Navigation Team in September of 2020. Therefore, we are closing this recommendation and will not be conducting further follow up on these recommendations.
HSD	Review of Navigation Team 2018 Quarter 1 Report	2018	640	The Executive should provide a timetable for evaluating Navigation Police Officer training. The timetable should include the parties responsible for communicating and implementing the evaluation recommendations.	**Closed**	The City Council voted to eliminate the Navigation Team in September of 2020. Therefore, we are closing this recommendation and will not be conducting further follow up on these recommendations.
HSD	Review of Navigation Team 2018 Quarter 1 Report	2018	641	The Executive should provide a timetable for re-examining and revising the Navigation Team training plan. The timetable should include the parties responsible for these activities.	**Closed**	The City Council voted to eliminate the Navigation Team in September of 2020. Therefore, we are closing this recommendation and will not be conducting further follow up on these recommendations.
HSD	Review of Navigation Team 2018 Quarter 1 Report	2018	642	The Executive should provide a plan for ensuring Navigation Team compliance with the Outreach Standard of Care. That plan should minimally include the elements listed in Exhibit 5. • Will the Navigation Team follow the Outreach Standards of Care? • Will this include the Navigation Team Police Officers as well as the contracted outreach providers? • Which of the Outreach Standards of Care measures will the Navigation Team collect? • How will the Navigation Team collect those measures and at what intervals? • How will the Executive ensure that the Navigation Team complies with the Outreach Standards of Care?	**Closed**	The City Council voted to eliminate the Navigation Team in September of 2020. Therefore, we are closing this recommendation and will not be conducting further follow up on these recommendations.
HSD	Review of Navigation Team 2018 Quarter 1 Report	2018	643	The Executive should investigate and report on opportunities to increase alignment between the Navigation Team and its King County peers, especially in the areas identified in its Quarter 1 response (i.e., diversion and housing access coordination).	**Closed**	The City Council voted to eliminate the Navigation Team in September of 2020. Therefore, we are closing this recommendation and will not be conducting further follow up on these recommendations.
HSD	Review of Navigation Team 2018 Quarter 1 Report	2018	644	The Executive should consider and report on opportunities for deeper collaboration with King County, including greater integration of the Navigation Team and Public Health-Seattle and medical and mental health services.	**Closed**	The City Council voted to eliminate the Navigation Team in September of 2020. Therefore, we are closing this recommendation and will not be conducting further follow up on these recommendations.
HSD	Review of Navigation Team 2018 Quarter 1 Report	2018	645	The City should ensure that HSD has adequate support and resources to work with all relevant stakeholders to refine and redevelop the Navigation Team's Theory of Change.	**Closed**	The City Council voted to eliminate the Navigation Team in September of 2020. Therefore, we are closing this recommendation and will not be conducting further follow up on these recommendations.

The City of Seattle Should Use a Data Dashboard to Track its Progress in Addressing Unsanctioned Encampments

Department	Report Title	Publication Year	Recommendation Number	Recommendation	Status as of 12/31/2020	Status Detail (as of 12/31/2020)
HSD	Review of Navigation Team 2018 Quarter 1 Report	2018	646	The City should ensure that HSD has adequate support and resources to work with all relevant stakeholders to develop robust systems for tracking the Navigation Team's results and the short, medium, and long-term outcomes associated with the Navigation Teamwork.	**Closed**	The City Council voted to eliminate the Navigation Team in September of 2020. Therefore, we are closing this recommendation and will not be conducting further follow up on these recommendations.
HSD	Review of Navigation Team 2018 Quarter 1 Report	2018	647	HSD should provide a revised Navigation Team Theory of Change to the Office of City Auditor.	**Closed**	The City Council voted to eliminate the Navigation Team in September of 2020. Therefore, we are closing this recommendation and will not be conducting further follow up on these recommendations.
HSD	Review of Navigation Team 2018 Quarter 1 Report	2018	648	HSD should provide to the Office of City Auditor its plan to develop robust systems for tracking the Navigation Team's results and the short-, medium-, and long-term outcomes associated with the Navigation Team's work.	**Closed**	The City Council voted to eliminate the Navigation Team in September of 2020. Therefore, we are closing this recommendation and will not be conducting further follow up on these recommendations.
HSD	Review of Navigation Team 2018 Quarter 1 Report	2018	649	The Executive should provide the Office of City Auditor with the following: a. Revised annotated 2018 Navigation Team budget. b. b. Timetable for implementing a methodology to track Navigation Team expenditures across all City departments.	**Closed**	The City Council voted to eliminate the Navigation Team in September of 2020. Therefore, we are closing this recommendation and will not be conducting further follow up on these recommendations.
HSD	Review of Navigation Team 2018 Quarter 1 Report	2018	650	The City should ensure that HSD has adequate support and resources to address the identified "gap" in race and social justice trainings for the Navigation Team and its leadership. This should be an ongoing investment area for the Navigation Team.	**Closed**	The City Council voted to eliminate the Navigation Team in September of 2020. Therefore, we are closing this recommendation and will not be conducting further follow up on these recommendations.
HSD	Review of Navigation Team 2018 Quarter 1 Report	2018	651	HSD should provide a Navigation Team race and social justice training plan to the Office of City Auditor.	**Closed**	The City Council voted to eliminate the Navigation Team in September of 2020. Therefore, we are closing this recommendation and will not be conducting further follow up on these recommendations.
HSD	Review of Navigation Team 2018 Quarter 1 Report	2018	652	The City should ensure that SOCR has adequate support and resources to continue to work with the Navigation Team on the development of the Racial Equity Toolkit and to implement the Toolkit recommendations.	**Closed**	The City Council voted to eliminate the Navigation Team in September of 2020. Therefore, we are closing this recommendation and will not be conducting further follow up on these recommendations.
HSD	Review of Navigation Team 2018 Quarter 1 Report	2018	653	HSD should provide to the Office of City Auditor an update on the development and implementation of the Navigation Team Racial Equity Toolkit.	**Closed**	The City Council voted to eliminate the Navigation Team in September of 2020. Therefore, we are closing this recommendation and will not be conducting further follow up on these recommendations.
HSD	Review of Navigation Team 2018 Quarter 1 Report	2018	654	HSD should provide to the Office of City Auditor a description of how the Navigation Team efforts will be coordinated with the work of newly contracted outreach providers who specifically serve African Americans and American Indians to ensure the best possible outcomes.	**Closed**	The City Council voted to eliminate the Navigation Team in September of 2020. Therefore, we are closing this recommendation and will not be conducting further follow up on these recommendations.
HSD	Review of Navigation Team 2018 Quarter 1 Report	2018	655	HSD should consider how targeted universalism might be incorporated in the redevelopment of the Navigation Team Theory of Change.	**Closed**	The City Council voted to eliminate the Navigation Team in September of 2020. Therefore, we are closing this recommendation and will not be conducting further follow up on these recommendations.
HSD	Review of Navigation Team 2018 Quarter 1 Report	2018	656	HSD should consider team composition in the Navigation Team Racial Equity Toolkit.	**Closed**	The City Council voted to eliminate the Navigation Team in September of 2020. Therefore, we are closing this recommendation and will not be conducting further follow up on these recommendations.

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Department	Report Title	Publication Year	Recommendation Number	Recommendation	Status as of 12/31/2020	Status Detail (as of 12/31/2020)
HSD	Review of Navigation Team 2018 Quarter 1 Report	2018	657	The Executive should address the issue of "impact of police as part of the Navigation Team" in its Navigation Team Reporting Plan Quarter 3 response (Reporting Checkpoint 1.2 – Organizational Staffing Assessment).	**Closed**	The City Council voted to eliminate the Navigation Team in September of 2020. Therefore, we are closing this recommendation and will not be conducting further follow up on these recommendations.
HSD	Review of Navigation Team 2018 Quarter 2 Report	2019	658	The City should consider implementing frequent systematic tactical communication among outreach providers.	**Closed**	We are closing this recommendation and will not be conducting further follow up as the City is undertaking a new approach to unsanctioned encampments and homelessness.
HSD	Review of Navigation Team 2018 Quarter 2 Report	2019	659	The City should use a robust systematic approach for managing homeless outreach field operations and should consider reinstating elements of the ICS framework to help ensure effective management of homeless outreach field operations.	**Closed**	We are closing this recommendation and will not be conducting further follow up as the City is undertaking a new approach to unsanctioned encampments and homelessness.
HSD	Review of Navigation Team 2018 Quarter 2 Report	2019	660	The City should consider improving its capacity for receiving reports of newly unsheltered individuals and quickly dispatching outreach.	**Closed**	We are closing this recommendation and will not be conducting further follow up as the City is undertaking a new approach to unsanctioned encampments and homelessness.
HSD	Review of Navigation Team 2018 Quarter 2 Report	2019	661	The City should consider increasing access to and use of diversion strategies for all City-funded homeless outreach (i.e., Navigation Team and other City-funded homeless outreach providers) to serve newly unsheltered individuals.	**Closed**	We are closing this recommendation and will not be conducting further follow up as the City is undertaking a new approach to unsanctioned encampments and homelessness.
HSD	Review of Navigation Team 2018 Quarter 2 Report	2019	662	The Executive should provide the Office of City Auditor with a status report on the implementation of the planned "enhancements" described in the Quarter 2 response: a. Enhance data collection practices to create a history and duration of homelessness for all individuals encountered in the field. b. Increase opportunities for shared resources such as diversion and rapid re-housing assistance to increase resources and the speed with which people are transitioned to more stable housing options. c. Increase skills and training for outreach staff to provide robust and trauma-informed mental health and substance use disorder services. d. Increase partnerships with community-based organizations that provide employment training, education and culturally-based support services to improve client outcomes for housing retention. e. e. Increase skillset of the Navigation team to include stronger relationships with individuals with lived experience as peer supports.	**Closed**	We are closing this recommendation and will not be conducting further follow up as the City is undertaking a new approach to unsanctioned encampments and homelessness.
HSD	Review of Navigation Team 2018 Quarter 2 Report	2019	663	Since enhanced shelters have 24x7 restrooms, showers, and laundry, the City should consider ways to quickly and significantly increase enhanced shelter capacity as a means of prioritizing hygiene.	**Closed**	We are closing this recommendation and will not be conducting further follow up as the City is undertaking a new approach to unsanctioned encampments and homelessness.
HSD	Review of Navigation Team 2018 Quarter 2 Report	2019	664	The City should use data as well as input from unsheltered individuals to help design, implement, evaluate, and refine strategies for addressing gaps in hygiene services. (See examples above.)	**Closed**	We are closing this recommendation and will not be conducting further follow up as the City is undertaking a new approach to unsanctioned encampments and homelessness.
HSD	Review of Navigation Team 2018 Quarter 2 Report	2019	665	The City should consider strategies to fill gaps in hygiene services that can maximize connections with outreach and other services. (See examples above.)	**Closed**	We are closing this recommendation and will not be conducting further follow up as the City is undertaking a new approach to unsanctioned encampments and homelessness.
HSD	Review of Navigation Team 2018 Quarter 2 Report	2019	666	The City should establish a standard of care for all its 24x7 toilets and drop-in shower sites (e.g., provision of towels and toiletries and clearly posted hours for drop-in services).	**Closed**	We are closing this recommendation and will not be conducting further follow up as the City is undertaking a new approach to unsanctioned encampments and homelessness.

The City of Seattle Should Use a Data Dashboard to Track its Progress in Addressing Unsanctioned Encampments

Department	Report Title	Publication Year	Recommendation Number	Recommendation	Status as of 12/31/2020	Status Detail (as of 12/31/2020)
HSD	Review of Navigation Team 2018 Quarter 2 Report	2019	667	The City should consider developing consistent signage or posters for all its drop-in hygiene sites that provides important information for unsheltered individuals, including contact information for City homeless outreach.	**Closed**	We are closing this recommendation and will not be conducting further follow up as the City is undertaking a new approach to unsanctioned encampments and homelessness.
HSD	Review of Navigation Team 2018 Quarter 2 Report	2019	668	The Executive should provide an update on its progress with its data and evaluation efforts described in the Executive's Quarter 2 Response.	**Closed**	The City Council voted to eliminate the Navigation Team in September of 2020. Therefore, we are closing this recommendation and will not be conducting further follow up on these recommendations.
HSD	Review of Navigation Team 2018 Quarter 2 Report	2019	669	The Executive and City Council should re-consider the City's options for independent rigorous evaluation of the City's Navigation Team approach.	**Closed**	The City Council voted to eliminate the Navigation Team in September of 2020. Therefore, we are closing this recommendation and will not be conducting further follow up on these recommendations.
HSD	Review of Navigation Team 2018 Quarter 2 Report	2019	670	The Executive should provide an update on its progress with its efforts to meaningfully involve unsheltered individuals in the evaluation of the Navigation Team as described in the Executive's Quarter 2 Response.	**Closed**	The City Council voted to eliminate the Navigation Team in September of 2020. Therefore, we are closing this recommendation and will not be conducting further follow up on these recommendations.
Mayor	Five Steps the City of Seattle Should Take to Reduce Trash Around Unsanctioned Encampments	2020	709	The City should conduct systematic geographic surveillance throughout Seattle to identify areas of encampment trash accumulation and track its progress with addressing trash accumulation over time. This should include green-spaces and areas in which residents may experience barriers to reporting.	**Closed**	We are closing this recommendation and will not be conducting further follow up as the City is undertaking a new approach to unsanctioned encampments and homelessness.
Mayor	Five Steps the City of Seattle Should Take to Reduce Trash Around Unsanctioned Encampments	2020	710	The City should apply specific strategies to address persistent hot spots of encampment trash accumulation in Seattle that may include but are not limited to 1) expanding and increasing the frequency of the SPU encampment trash program, 2) designating more emphasis areas, and 3) requiring specific litter mitigation activities in a designated area around the facilities as part of Good Neighbor Agreements with City-funded agencies.	**Closed**	We are closing this recommendation and will not be conducting further follow up as the City is undertaking a new approach to unsanctioned encampments and homelessness.
Mayor	Five Steps the City of Seattle Should Take to Reduce Trash Around Unsanctioned Encampments	2020	711	We recommend that the City prohibit camping in Water Quality and Public Health Protection Areas, and systematically monitor these locations to ensure that unsanctioned camping is not occurring.	**Closed**	We are closing this recommendation and will not be conducting further follow up as the City is undertaking a new approach to unsanctioned encampments and homelessness.
Mayor	Five Steps the City of Seattle Should Take to Reduce Trash Around Unsanctioned Encampments	2020	712	The City should engage outreach agencies in needle recovery and track its progress in reducing improperly discarded needle waste.	**Closed**	We are closing this recommendation and will not be conducting further follow up as the City is undertaking a new approach to unsanctioned encampments and homelessness.
Mayor	Five Steps the City of Seattle Should Take to Reduce Trash Around Unsanctioned Encampments	2020	713	The City should use proven strategies for deterring metal theft to reduce the accumulation of trash accumulation from metal scrapping around unsanctioned encampments.	**Closed**	We are closing this recommendation and will not be conducting further follow up as the City is undertaking a new approach to unsanctioned encampments and homelessness.

APPENDIX C

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 their 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, grants, 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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