



Street Outreach Audit: Chronicle of Unimplemented Recommendations

In 2015, the Office of City Auditor published [an audit report](#) on the City of Seattle’s approach to street outreach to reduce community violence. The report made six recommendations that our office followed up on annually to see whether they were being implemented.

Three recommendations were implemented in 2020. However, as of 2023, our office decided to close out the remaining three recommendations and no longer track their status. As we noted in our [2023 recommendation follow-up report](#), these recommendations remain relevant, but we had not seen evidence from the City that they were likely to be implemented.

Below, we provide each year’s update (2015 to 2022) from our annual recommendation follow-up process on the unimplemented recommendations. Our office’s updates are informed by information provided by the relevant department, in this case the Human Services Department (HSD).

Recommendation 1: Develop a more sophisticated focused approach for identifying Street Outreach clients to ensure that it is focused on those at highest risk for violence and victimization.	
2015	The City of Seattle’s Street Outreach provider, Alive & Free, has begun to work with the Seattle Police Department to strengthen communications to help improve the City’s ability to connect those most at risk for violence and victimization with appropriate supports and services. The Office of City Auditor and Alive & Free will continue to work collaboratively on the elements of the Street Outreach Action Plan including the client tracking system and client service levelling system/manual.
2016	The Human Services Department’s (HSD) review of and reinvestment in its Community Safety Initiative that will conclude in 2018 will include a determination about the role, function, and outcomes for Street Outreach. Through this process, HSD will also work with King County to explore the possibility of coordinating Street Outreach efforts regionally as appropriate. HSD funds currently directed to Street Outreach will be included in HSD’s 2018 Community Safety Initiative reinvestment. In 2015, the City of Seattle’s Street Outreach provider, Alive & Free, began to work with the Seattle Police Department to strengthen communications to help improve the City’s ability to connect those most at risk for violence and victimization with appropriate supports and services. The Office of City Auditor and Alive & Free worked collaboratively on the elements of the Street Outreach Action Plan including the client tracking system and client service levelling system/manual.
2017	The Human Services Department reported that they will release a new Safe and Thriving Youth and Adults (STYA) Request for Proposal (RFP) in April 2018 that will work toward preparing youth to successfully transition to adulthood and to ensure that all people in Seattle are free from violence, with an emphasis on addressing racial and socioeconomic disparities through culturally responsive services. The focus will be on the following: <ul style="list-style-type: none"> • Intensive services for criminal justice-involved youth and adults in Seattle, specifically,



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	<p>people of color.</p> <ul style="list-style-type: none">• Services that aim to reduce rates of truancy, drop-out, and recidivism.• Educational and employment opportunities for participants. <p>The City Auditor's recommendations from 2015 were incorporated into the development of the STYA RFP.</p>
2018	<p>The Human Services Department (HSD) reported that they will release a Safety Request for Proposal (RFP) in May 2019. The RFP strategies, published in HSD's 2019 Notice of Funding Availability, will focus on justice system involved youth, young adults, and adults in Seattle. The funds will prioritize the people most impacted by the justice system, specifically people of color 18 to 24 years old. Strategies will focus on:</p> <ul style="list-style-type: none">• Systems Navigation• Trauma Intervention <p>The Office of City Auditor will review the results of the RFP process to determine how Street Outreach has been incorporated into the new Safety program and whether this recommendation has been satisfied.</p>
2019	<p>The Human Services Department (HSD) provided us with four contracts, which include outreach services and start their terms in 2020, that resulted from HSD's 2019 Safety Request for Proposal (RFP). Because the awarded contracts' terms started on January 1, 2020, we decided to keep the implementation status of the Street Outreach recommendations as pending and perform further follow-up work in 2020 to assess accurately each recommendation's status, and affirm which ones we will continue to track given that SYVPI (the Seattle Youth Violence Prevention Initiative) no longer exists.</p>
2020	<p>Due to COVID-19 pandemic, the contracted providers suspended their planning meetings in 2020 and focused their efforts on meeting the immediate needs of the community. In 2021 the Humans Services Department (HSD) will start a new Safe and Thriving Division. The expectation is that this division, with its dedicated focus, will revive the coordination efforts. HSD is also supporting the pilot program, Safe and Thriving Communities Initiative (SCSI) which shall focus on those at highest risk, or those involved in, violence and victimization. We will consider this recommendation implemented when an approach is in place that focuses on those at the highest risk for violence and victimization.</p>
2021	<p>The Human Services Department's Safe and Thriving Communities (STC) Division is developing a more sophisticated Street Outreach framework to identify those at highest risk of victimization through its plan for training, implementation, evaluation, and sustainability for all nine areas comprising Community Safety Investments (CSI), including Street Outreach. This CSI plan will incorporate this recommendation and the other two pending recommendations from the Street Outreach audit. We will consider this recommendation implemented when an approach is in place that focuses on those at the highest risk for violence and victimization.</p>
2022	<p>The Human Services Department (HSD) reported that it contracts with community-based providers who continue to incorporate different techniques to reach those at highest risk for victimization. HSD requires that community-based providers who conduct outreach</p>



	<p>(including street outreach) to at-risk youth and/or adults work with the local community and government institutions like Seattle Public Schools, King County Juvenile Court, Seattle Municipal Court, Regional Peacekeepers Coalition and/or the Seattle Police Department to identify and connect with youth and young adults (YYA) who are at the greatest risk of being pulled into cycles of violence and victimization, based on evidence-backed interventions. Examples include diverting YYA away from the criminal legal system, engaging YYA who have been exposed to cycles of violence and victimization and coordinating with community to directly engage at-risk YYA. Additionally, HSD is realigning some or all its community-based safety investments via a competitive funding process, a Request for Proposals (RFP) to be released to the public in 2023. As part of this RFP, if street outreach is included, HSD will require that each project provide a standardized procedure for identifying and engaging those who are greatest risk of being pulled into cycles of violence. We will consider this recommendation implemented when Public Health Seattle-King County Regional Peacekeepers Collective and HSD have completed, and we have reviewed, the impact and qualitative evaluations of these HSD investments.</p>
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Recommendation 5: Strengthen the ability of Street Outreach to connect their clients' families with services that promote the importance of family as a protective factor.	
<p>2015</p>	<p>This recommendation will be considered by the Human Services Department in 2016. Any potential action on this recommendation will take into consideration the City's plans for investments in the Seattle Youth Violence Prevention Initiative, which will be developed over the course of 2016-17.</p>
<p>2016</p>	<p>This recommendation was considered by the Human Services Department (HSD) in 2016 and will be considered by HSD in 2017. Any potential action on this recommendation will take into consideration the City's plans for investments in the new Community Safety Initiative that will replace the Seattle Youth Violence Prevention Initiative. HSD is also considering merging its Street Outreach efforts with King County.</p>
<p>2017</p>	<p>As discussed in recommendation #441 above, the Human Services Department reported that they will issue a Safe and Thriving Youth and Adults Request for Proposal that may include Street Outreach. Our office will revisit this recommendation in 2019 to assess whether the selected provider is strengthening the ability of its services to connect with their clients' families consistent with our 2015 report recommendation</p>
<p>2018</p>	<p>The Human Services Department (HSD) reported that they will release a Safety Request for Proposal (RFP) in May 2019. The RFP strategies, published in HSD's 2019 Notice of Funding Availability, will focus on justice system involved youth, young adults, and adults in Seattle. The funds will prioritize the people most impacted by the justice system, specifically people of color 18 to 24 years old. Strategies will focus on:</p> <ul style="list-style-type: none"> • Systems Navigation • Trauma Intervention



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	<p>The Office of City Auditor will review the results of the RFP process to determine how Street Outreach has been incorporated into the new Safety program and whether this recommendation has been satisfied</p>
2019	<p>The Human Services Department (HSD) provided us with four contracts, which include outreach services and start their terms in 2020, that resulted from HSD's 2019 Safety Request for Proposal (RFP). Because the awarded contracts' terms started on January 1, 2020, we decided to keep the implementation status of the Street Outreach recommendations as pending and perform further follow-up work in 2020 to assess accurately each recommendation's status, and affirm which ones we will continue to track given that SYVPI (the Seattle Youth Violence Prevention Initiative) no longer exists.</p>
2020	<p>Due to the COVID-19 pandemic, the contracted providers suspended their planning meetings in 2020 and focused their efforts on meeting the immediate needs of the community. The planning meetings include trainings such as strengthening families. In 2021 HSD will stand-up a new Safe and Thriving Division. The expectation is that this division, with its dedicated focus, will revive the training efforts. In addition, the SCSII allows for providers to work with families in their violence intervention efforts. We will consider this recommendation implemented when the Safe and Thriving Division is in place and demonstrates that it is implementing activities that promote family as a protective factor for clients.</p>
2021	<p>The Human Services Department's Safe and Thriving Communities Division is strengthening the ability of Street Outreach to connect their clients' families with services that promote the importance of family as a protective factor through addition of contract language in the 2019 and 2021 Requests for Proposals (RFPs), and merging the Community Critical Incident Responders (CCIR) and the Seattle Community Safety Initiative (SCSI) as one contract with identical performance commitments that address street outreach and utilizing families. We will consider this recommendation implemented when the Safe and Thriving Division demonstrates that it is implementing activities that promote family as a protective factor for clients.</p>
2022	<p>The Human Services Department (HSD) reported that it promotes connecting the families of youth and young adults (YYA) with services that promote the importance of family as a protective factor by leveraging a family-based case management model. Of the three HSD contracts that contain Street Outreach components, two concern work with families. Contract DA22-1206: Community Passageways coordinates the Community Critical Incident Responders/Seattle Community Safety Initiative to offer Resource Navigation with three other nonprofit organizations as Community Safety Hubs, which provide intensive engagement and connection to a web of support for at-risk YYA and their families. Outreach workers identify at-risk YYA and connect them and their families with Resource Navigators at Community Safety Hubs. Contract DA21-1462 A2: HSD invests \$1.5 million in Public Health Seattle-King County's Regional Peacekeepers Collective (RPKC), which reduces gun violence through a mix of hospital-based violence interruption services, street outreach, and social worker referrals. These services support gunshot victims and families with the goal of interrupting cycles of violence. We will consider this recommendation implemented when</p>



	RPKC and HSD have completed, and we have reviewed, the impact and qualitative evaluations of these HSD investments.
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Recommendation 6: Support a rigorous evaluation of Street Outreach to ensure that the efforts are effective for reducing violent crime and victimization and do not unintentionally cause harm.	
2015	This recommendation will be considered by the Human Services Department in 2016. Any potential action on this recommendation will take into consideration the City's plans for investments in the Seattle Youth Violence Prevention Initiative, which will be developed over the course of 2016-17.
2016	This recommendation was considered by the Human Services Department (HSD) in 2016 and will be considered by HSD in 2017. Any potential action on this recommendation will take into consideration the City's plans for investments in the new Community Safety Initiative that will replace the Seattle Youth Violence Prevention Initiative. HSD is also considering merging its Street Outreach efforts with King County.
2017	The Human Services Department reported that an evaluation component will be included in its new Safe and Thriving Youth and Adults Request for Proposal that will be released in April 2018.
2018	The Human Services Department (HSD) reported that they will release a Safety Request for Proposal (RFP) in May 2019. The RFP strategies, published in HSD's 2019 Notice of Funding Availability, will focus on justice system involved youth, young adults, and adults in Seattle. The funds will prioritize the people most impacted by the justice system, specifically people of color 18 to 24 years old. Strategies will focus on: <ul style="list-style-type: none"> • Systems Navigation • Trauma Intervention The Office of City Auditor will review the results of the RFP process to determine how Street Outreach has been incorporated into the new Safety program and whether this recommendation has been satisfied
2019	The Human Services Department (HSD) provided us with four contracts, which include outreach services and start their terms in 2020, that resulted from HSD's 2019 Safety Request for Proposal (RFP). Because the awarded contracts' terms started on January 1, 2020, we decided to keep the implementation status of the Street Outreach recommendations as pending and perform further follow-up work in 2020 to assess accurately each recommendation's status, and affirm which ones we will continue to track given that SYVPI (the Seattle Youth Violence Prevention Initiative) no longer exists.
2020	Due to the COVID-19 pandemic, the contracted providers suspended their planning meetings in 2020 and focused their efforts on meeting the immediate needs of the community. The planning meetings include evaluation co-design. In 2021 HSD will stand-up a new Safe and Thriving Division. The expectation is that this division, with its dedicated focus, will revive the evaluation effort. We will consider this recommendation implemented



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	<p>when an evaluation is conducted of the Street Outreach program as detailed in the original recommendation.</p>
2021	<p>The Human Services Department (HSD) reported that it will support a rigorous evaluation of Street Outreach to ensure that the efforts are effective for reducing violent crime and victimization and do not unintentionally cause harm by continuing to consult with and seek technical assistance as necessary from the Office of City Auditor in the development of the Seattle Community Safety Initiative (CSI) plan. This recommendation will be considered implemented when HSD completes the CSI plan and demonstrates that it is implementing activities in accordance with the audit recommendations.</p>
2022	<p>The Human Services Department (HSD) stated that it supports evaluation of its investments in several ways. While many HSD investments have outreach components, none are exclusively modeled after the Street Outreach program studied in the Seattle Youth Violence Prevention Initiative. HSD's current investments contain youth outreach components and emphasize connection of youth, young adults, and their families to services. HSD's Data Planning and Evaluation (DPE) team works with other HSD divisions to establish and track performance measures of contract providers and assess impact. HSD also holds a \$1.5 million contract with Public Health Seattle-King County for the Regional Peacekeepers Collective (RPKC). Some of this funding supports staff who perform ongoing evaluation to assess whether the Public Health approach to reducing gun violence has a measurable impact. In this approach, providers connect gunshot victims with services that support the victim and family with the goal of interrupting cycles of violence. Through RPKC, HSD is supporting rigorous evaluation of a program with a Street Outreach Component. Finally, HSD is establishing routine data reviews of Harborview Medical Center gunshot injury information and Seattle Police Department shots fired information to inform HSD's ongoing evaluation of programs that address gun violence and have a street outreach component. The first of these meetings is scheduled for March 14, 2023. Finally, HSD is considering a qualitative evaluation in Q3 or Q4 of 2023 of 10-15 individuals served by the Seattle Community Safety Initiative outreach component. This evaluation will measure program effectiveness and gather qualitative feedback from former/current clients. We will consider this recommendation implemented when Public Health Seattle-King County Regional Peacekeepers Collective and HSD have completed, and we have reviewed, the impact and qualitative evaluations of these HSD investments.</p>