



City of Seattle
Human Services Department

Date: September 3, 2013

To: Councilmember Nick Licata, Chair
Seattle City Council Housing, Human Services, Health and Culture Committee
Sally Bagshaw, Councilmember
Bruce Harrell, Councilmember
Tom Rasmussen, Councilmember

From: Catherine Lester, Interim Director
Seattle Human Services Department

Re: Statement of Legislative Intent #95-3-A-1
Report on Violence Prevention and Diversion Programs for Young Adults

This memorandum transmits the Seattle Human Services Department's (HSD) response to the City Council's Statement of Legislative Intent (SLI) #95-3-A-1 included in the 2013 Adopted Budget, requesting HSD provide a report concerning the violence prevention and diversion programs for young adults currently funded by the department. Specifically, the department was requested to provide:

1. A review of existing HSD-funded violence prevention and diversion programs for young adults including a description of specific program outcomes and whether individuals participating in such programs have successfully achieved these program outcomes from 2009-2013; and
2. Information regarding comparable programs operated in other jurisdictions which have been formally evaluated and proven to be successful in achieving specific program outcomes related to diverting young adults from violence and/or initial or repeated involvement in the criminal justice system.

In response to the two priorities laid out by City Council in SLI 95-3-A-1, the attached report addresses the following: 1) a summary of the department's current investments for public safety and crime prevention programs for adults and young adults; 2) a literature review on

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comparable service models, and best or promising practices; and 3) key program/system recommendations to enhance capacity, efficiency and short- and long-term outcomes.

I appreciate your commitment to and support of our mission to connect people with resources and solutions in times of need so we can all live, learn, work and take part in strong, healthy communities. I am happy to answer any questions you may have about HSD's attached report.

Cc: Grace McClelland, HSD Division Director, Youth and Family Empowerment Division
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1. CURB, GOTS and Co-STARS Program Summaries

In 2006, the city of Seattle initiated three pilot projects intended to improve public safety and break the cycle of people who are frequently involved in the criminal justice system. The three projects are 1) Communities Uniting Rainier Beach (CURB); 2) Get Off the Streets (GOTS); and 3) Court Specialized Treatment and Access to Recovery Services (Co-STARS). The overall goal of these projects is that individuals with a history of criminal justice involvement and underlying conditions such as homelessness, mental illness and/or chemical dependency, live crime free and become contributing community members.

It is important to clarify the intended role of the three projects in the context of crime prevention, public safety, diversion and violence prevention programs. CURB and GOTS are neither diversion nor violence prevention programs; CURB and GOTS are public safety programs. Co-STARS is a crime prevention program. See *Appendix A* for the definition of public safety, crime prevention, diversion and violence prevention and how these definitions apply to CURB, GOTS and Co-STARS.

Communities Uniting Rainier Beach (Public Safety Program)

Funding Period: January 1, 2013 – December 31, 2013 Funding Level: \$252,144

CURB, a project of the People of Color Against AIDS Network (POCAAN), is a neighborhood-based service intervention strategy that seeks to stop individuals from committing street crime through outreach, case management and low-barrier access to needed services such as housing and treatment. CURB provides culturally competent, client-driven services to 75 young adults, ages 18-30 years old, who are involved in drugs, criminal behavior, sex industry and gang-related activities and who reside or congregate in Seattle's Rainier Beach neighborhood or in other hot spots in Rainier Valley. In 2012, 88% of CURB clients were homeless at intake; 46% were male; and 91% were young adults of color. CURB follows participants for up to two years through a database system to determine participant's success.

Get Off the Streets (Public Safety Program)

Funding Period: January 1, 2013 – December 31, 2013 Funding Level: \$323,544

Seattle Neighborhood Group (SNG) coordinates GOTS and subcontracts with POCAAN for outreach and case management services. GOTS is a neighborhood-based service intervention strategy that seeks to stop individuals from committing street crime through outreach, case management and low-barrier access to needed services such as housing and treatment. GOTS provides culturally competent, re-entry and recovery-focused services to 50 adults who are mainly between the ages of 35-60 years old and who frequent hot spots with high crime and drug activity in Seattle's Central Area. All of the GOTS clients have a criminal record and most are homeless, mentally ill and/or addicted to drugs/alcohol. In 2012, 100% of GOTS clients were homeless at intake; 75% were male; and 85% were people of color. GOTS follows participants for up to two years through a database to determine participant's success.

Court Specialized Treatment and Access to Recovery Services (Crime Prevention Program)
Funding Period: January 1, 2013 – December 31, 2013 Funding Level: \$408,000

Co-STARS serves 50 Seattle Municipal Court (SMC), SMC Community Court, SMC Day Reporting, Neighborhood Corrections Initiative (NCI) and Crisis Solutions Center (CSC) clients who are homeless, need treatment and have had three or more jail bookings within a 12-month period. Managed by Sound Mental Health (SMH), Co-STARS provides transitional and permanent housing combined with case management and outpatient mental health and/or chemical dependency treatment. The majority of Co-STARS clients are on Medicaid. SMH also has access to twenty permanent housing units and Regional Support Network-funded employment and training services for Co-STARS clients. In 2012, 100% of Co-STARS clients were homeless at intake; 85% were male; and 76% were people of color.

See *Appendix B* for a description of the program goals and service delivery models for CURB, GOTS and Co-STARS.

2. Program/System Recommendations

Detailed below are program and system recommendations to improve outcomes and effectiveness of the three programs discussed in this report.

- Add CURB and GOTS to the web-based Safe Harbors Homeless Management Information System (HMIS) database. Since Co-STARS already has a robust database and to minimize duplication of effort, adding Co-STARS to Safe Harbors HMIS is not recommended.

Safe Harbors HMIS is the official countywide data management system for the Seattle/King County Homeless Continuum of Care. It is administered by the Seattle Human Services Department in partnership with King County and the United Way of King County and facilitates the analysis of data that is gathered from consumers throughout the service provision process to generate an unduplicated count and other aggregate information (void of any identifying client level information) that can be made available to policy makers, service providers, advocates and consumer representatives. Responsibilities of the HMIS software vendor, Adsytech, include service, hosting, training, software updates, guaranteed protection of confidential information and technical support and consulting services.

HMIS would require additional work for program staff to maintain, particularly in the early stages. Technical support, including the development of ad-hoc reports would be provided by Safe Harbors staff. Ad-hoc reports would make it possible to easily report on aggregate client progress in 30-day increments for up to two years for each of the four outcome areas until the client graduates or exits the program. The data would provide program staff with an efficient means to assess individual client progress and overall program performance. According to Herbert et al. (2010), a database application could eliminate the need for a

focused program evaluation because it would provide HSD with the capacity to assess the programs on an ongoing and comprehensive basis.

Start-up activities for using this web-based software option include the following:

- Gathering contract and program details
- System administration set-up including contract, program and user permissions
- Testing
- Training
- System Installation

All of the above functions would be performed by the HSD Safe Harbors system administrators over an estimated six to eight week period at no additional cost. See *Appendix I* for more details.

- Develop a formal agreement with the Seattle Municipal Court Research, Planning and Evaluation Group to provide resources for a pre/post enrollment recidivism analysis comparing CURB, GOTS and Co-STARS clients' offending histories prior to and after program enrollment.
- Develop formal agreements to link CURB, GOTS and Co-STARS clients to the Pathways to Careers Initiative and other skills training programs or institutions. As they achieve stability and commit themselves to change, most CURB, GOTS and Co-STARS clients are eager to work, earn living wages and participate actively in their community. Relying on program staff's informal networks, contacts and referrals often lead to low-paying jobs with limited advancement opportunities. Enrolling stabilized clients in the Pathways to Careers will help them realize their goals and develop self-sufficiency by developing the skills necessary to fill the local high-demand job openings in health care; manufacturing and industrial skills; international trade, transportation and logistics; and business information technology.
- Service intensity in both CURB and GOTS could be accomplished by decreasing their current caseload size of 40. This would necessitate an increase in staffing, as well as work to strengthen community relationships with providers, employment and training programs, and housing providers. In addition to improving the service intensity of the program, additional staff could support inputting the additional data requirements into Safe Harbors.
- Other options to improve service intensity include the potential to expand GOTS services to Little Saigon, which would also require additional resources, but likely result in improved service penetration.
- Provide anti-oppression training to Co-STARS staff. Co-STARS serves individuals of color who are frequently and disproportionately represented in the criminal justice system. Systemic and structural issues of inequity have not been addressed because clients are served after they become justice involved. Strategies to address issues of inequity and to empower the clients include providing anti-oppression training to the Co-STARS team and

offering opportunities for clients to have a voice in the services they receive from a social justice perspective, especially around cultural competence in service delivery, housing, housing supports and employment and vocational training. This could be achieved by working collaboratively with the City of Seattle Race and Social Justice Initiative and Co-STARS direct service staff to provide a racial equity lens to the context of services.

3. Outcomes

Current Outcome Measures

In 2009, the Seattle City Council contracted with Professor Steve Herbert, PhD, from the University of Washington, to conduct an assessment of the three projects. In response to recommendations made by Dr. Herbert and his research team in their 2009 assessment and their 2010 follow-up program evaluation report, a set of standardized outcomes were developed that represent a continuum of change and include both human service measures and crime prevention-related measures. The outcomes are based on the premise that human service gains for individuals lead to reduced criminal activity. The standardized outcome areas are 1) stable housing; 2) appropriate treatment; 3) legal income and the means to obtain it; and 4) reduction in criminal involvement.

Beginning with the 2011 contracts, the common outcome measures in all three contracts are:

1. Stable housing
 - a. Clients enter transitional housing
 - b. Clients stay in transitional housing for 30, 60, 90 days
 - c. Clients stay in transitional housing for over 90 days
 - d. Clients enter permanent housing
 - e. Clients stay in permanent housing for 30, 60, 90 days
 - f. Clients stay in permanent housing for over 90 days
2. Mental health and/or chemical dependency treatment
 - a. Clients enter treatment
 - b. Clients engage in treatment for 30, 60, 90 days
 - c. Clients engage in treatment for over 90 days
 - d. Clients complete treatment
3. Legal income and the means to obtain it
 - a. Clients obtain public benefits
 - b. Clients enter training/education program or secure employment
 - c. Clients participate in training/education program or retain employment for 30, 60, 90 days
 - d. Clients participate in training/education program or retain employment for over 90 days
 - e. Clients complete training/education program
4. Criminal justice involvement
 - a. Clients comply with court or supervision requirements for 30, 60, 90 days
 - b. Clients comply with court or supervision requirements for over 90 days
 - c. Clients with new bookings

HSD set 90-day stability goals for housing, treatment, income and compliance with court or supervision requirements based on Herbert and colleague's research in which the U.S. Department of Housing and Urban Development and the National Institute on Drug Abuse define 90 days as representing a significant milestone and a notable degree of client stability. With additional funding, the outcomes in Safe Harbors would increase to two years.

As outlined in the following chart, CURB and GOTS have a successful record of achieving the standardized program outcomes by motivating clients to stabilize their lives, engage in treatment, increase their legal income and comply with court or supervision requirements. In 2011, GOTS achieved 80% of the criminal justice gains primarily because fewer individuals (17) than projected (30) entered the program with court or supervision requirements even though all of those clients had criminal records. Co-STARS reports on the standardized outcomes, but only includes service level goals due to very little client turnover.

Outcome Area	CURB		GOTS		Co-STARS	
	2011	2012	2011	2012	2011	2012
Service Level	100%	91%	112%	134%	104%	118%
Stable Housing	97%	109%	101%	138%	N/A	N/A
Treatment	107%	206%	114%	210%		
Income	129%	169%	114%	229%		
Criminal Justice	148%	125%	80%	127%		

For detailed information on each program's planned and achieved outcomes for the time period of January 1, 2009 - March 31, 2013, see *Appendices B, C and D*.

Tracking and Measuring of Current Outcomes

All client activity is documented in case files that include intake and assessment information, individual service/treatment plans and case notes that capture frequency of participation, services provided, progress on service/treatment goals and client outcomes. In addition, the staff of each program meets regularly to coordinate services, exchange information about referrals, clients' needs and available resources and assess program and client progress. At the monthly GOTS team meeting, SNG uses an iPad and Bento Box software from FileMaker to record and track each client's status related to housing, treatment, income and compliance with court or supervision requirements and to track and record support service expenditures for each client.

Funds are dispersed to CURB and GOTS through outcome-based contracts with 25% of the funds tied to the achievement of client performance gains. Performance goals are set for each of the asterisked outcome measures previously listed. The programs track and report client progress in 30 day increments for each of the four outcome areas until the client graduates or exits the program.

CURB and GOTS use an Excel spreadsheet to collect client level data for the Monthly Data Management report. This report includes drop-down menus with 30-day increments for how long clients remain in housing, treatment and education/training/employment and in compliance with court or supervision requirements. The client data report is used to prepare the aggregate Monthly Status Report. Given the limitations of using Excel as a database, the aggregate number of clients who are stable for any length of time over 90 days is reported. (See *Appendix F* for a Sample Monthly Status Report form).

Funds are dispersed to Co-STARS through an actual expenditure contract with the King County Mental Health Chemical Abuse and Dependency Services Division (MHCADSD). The Co-STARS contract includes service level goals, but not specific goals for the common outcome measures because most clients have been engaged in services for several years with very little client turn-over. Co-STARS staff members submit client level data to MHCADSD through its secure Regional Support Network (RSN) database. MHCADSD pulls the data and provides HSD with an aggregate report on a quarterly basis.

Beginning November 1, 2012, Co-STARS clients are limited to a two-year benefit period with recovery-focused discharge planning beginning six months prior to the benefit period end date. With the new, two-year benefit limit, HSD and the provider will be able to project the number of new clients and set outcome measure goals for those clients in the 2014 contract.

The GOTS and CURB program conduct client self-assessments using a standardized client survey (see *Appendix G* for a Sample Client Survey). The Co-STARS program uses the Mental Healthcare America Customer Satisfaction Survey (*available in PDF format upon request*). This survey is used by Sound Mental Health for all of its clients.

4. Best Practice Program Elements

CURB, GOTS and Co-STARS employ the following best practices to support high-risk clients with a history of involvement in the criminal justice system/criminal activity who face multiple barriers to stability and self-sufficiency.

CURB	GOTS	Co-STARS	Best Practice Program Element
√	√		Culturally competent, relationship-based outreach and case management services that are focused on re-entry, recovery, accountability and self-sufficiency
√	√		Client-driven, individualized services that are based on best practices such as harm reduction, peer outreach and engagement, low-barrier access to services and the development of informal and natural support networks including faith-based communities and reconnecting with family members
		√	Client-driven, individualized case management and treatment services provided by a multidisciplinary team using evidence-based practices from a recovery and resiliency perspective

		√	Forensic peer support and the development of informal and natural support networks
		√	Wellness Recovery Action Plan®, or WRAP®, an evidence-based system that is used world-wide by people who are living with mental health and other health challenges, and by people who want to attain the highest possible level of wellness. WRAP® involves listing personal resources, Wellness Tools and then using those resources to develop action plans to use in specific situations which are determined by the individual. WRAP® is adaptable to any situation and also includes a Crisis Plan or Advance Directive. (Mary Ellen Copeland http://www.mentalhealthrecovery.com/)
√	√		Employing program staff who are from the community, have street credibility and reflect the cultural, socio-economic and ethnic backgrounds of their clients, making it possible for them to quickly connect with individuals who would not otherwise access services due to feelings of hopelessness and/or a lack of trust and unsuccessful histories with social service systems
√	√		Rapid access to treatment, housing and education, employment and training services when clients are ready through significant funding for support services combined with community and mainstream partnerships
√	√	√	Using Motivational Interviewing (MI) to elicit, strengthen and empower clients' motivation to change. Motivation for change is created when a person recognizes discrepancies between their behavior and their personal goals. Motivational interviewing helps the individual recognize the difference between where they are and where they hope to be. This approach accepts an individual's level of motivation as the starting point for change.
√	√	√	Weekly peer support groups that help clients learn and demonstrate the behaviors and skills necessary to make and sustain positive lifestyle changes
√	√	√	Addressing client needs regarding probation, warrants, obstacles to obtaining a valid driver's license, etc. through established linkages to law enforcement, the criminal justice system, Seattle Municipal Court and public defenders

5. Program and System Challenges

Affordable permanent housing and living wage employment are the major systemic challenges faced by CURB, GOTS and Co-STARS clients. In addition, public benefits and subsidized permanent-supportive housing are critical needs for those clients who are significantly disabled. All of these service gaps are further exacerbated for those individuals who have criminal records and by changes in public benefits.

For CURB, GOTS and Co-STARS clients, safe and stable housing is the strongest external indicator for client success. When clients live in safe and stable housing, they can engage in treatment, pursue education/training goals, secure employment and live independently and crime-free. Yet a dramatic shortage of affordable housing and shelter exists in Seattle and King County. CURB and GOTS use existing housing resources to place participants in stable housing,

reducing the cost for additional affordable housing. Additionally, CURB and GOTS have been able to leverage their community relationships to attain housing for their participants. This is a strength that we do not see in other programs.

CURB, GOTS and Co-STARS clients face multiple barriers to educational and economic opportunity including homelessness, criminal history, lack of education/training credentials, unmet health and mental health needs, chemical dependency, poverty and limited work experience. These barriers make it extremely difficult for clients to secure and retain living wage and career path employment.

Research has shown that criminal history is not predictive of success in housing; however, housing officials regularly screen out these individuals based on a criminal background check, even though the offenses may be minor. Employers frequently use the same exclusionary criteria for individuals who are otherwise qualified. This prevents individuals from finding a legitimate way to support themselves and their families and interferes with their rehabilitation. Spiraling poverty, increased homelessness and criminal recidivism are common when individuals with conviction records are denied opportunities for employment and housing. The negative impact on their lives, families and communities is often devastating.

On both the national and local level, protections are being added to end discrimination in housing and employment based on arrest or conviction records. According to the final rule issued by the U.S. Department of Housing and Urban Development (HUD) on February 8, 2013, disparate impact constitutes illegal discrimination in housing. A classic example of disparate impact is the no-criminal record rental housing policies that disproportionately exclude African Americans and Latinos from being considered for housing. HUD's new rule provides clear direction for fair housing agencies like the Seattle Office for Civil Rights (OCR) to enforce the law and provide technical assistance to housing and social service providers. Locally, an ordinance passed by the Seattle City Council amends Seattle's current anti-discrimination laws to limit the ways an employer can use arrest or conviction records when deciding to hire, fire, promote or take other employment actions.

This ruling and legislation will improve the chances of individuals with criminal records to secure housing and stable work, but will do nothing to increase the availability of affordable housing or living wage jobs. As reported to the Seattle City Council by the Seattle Office of Housing (OH) in February 2013, more than 29,000 of Seattle's renter households including 36% of African American renter households pay more than 50% of their income for housing. On an annual basis, the National Low Income Housing Coalition estimates the full-time hourly wage that a household must earn to afford a decent apartment at the HUD estimated Fair Market Rent. Called the housing wage, this rate illustrates the gap between wages and rents across the country. The 2013 housing wage is \$18.79, exceeding the \$14.32 hourly wage earned by the average renter by close to \$4.50 per hour and greatly exceeding wages earned by minimum wage workers. For these households, living wage jobs and more affordable housing will improve outcomes.

6. Literature Review Summary

An exhaustive review of the literature on “evidence-based” crime prevention programs was conducted using the following search engines: Criminal Justice (ProQuest), Academic Search Premier and LexisNexis Academic. Searches for peer reviewed articles from academic journals from the year 2000 and on yielded an average of 2,000 articles. Beside these peer-reviewed articles, crime-related outcome reports from the Washington State Institute of Public Policy (WSIPP) were also reviewed.

The literature review revealed that there are a wide range of crime prevention strategies including parent training and supports, hot spot policing, correctional boot camps, drug courts and cognitive-behavioral programs for offenders (Welsh & Farrington, 2001; WSIPP, 2001). The type of strategies is dependent on the type of crime stakeholders want to reduce: gang-related crime, gun-related crime, violent crime, drug-related crimes, etc. For the adult population, research has mainly focused on crime prevention strategies for two main types of offenders: offenders from correctional facilities and offenders with mental illness. Despite the large number of crime prevention strategies, only a small portion have been rigorously evaluated.

A 2001 “Comparative Costs and Benefits of Programs to Reduce Crime” report by WSIPP found variability in the effectiveness of current crime prevention programs in Washington state. They conclude that “some prevention and intervention programs are cost-beneficial with certain groups of people in certain settings, and some are not” (p.6) and therefore it is a challenge to match the right program to the right population. The WSIPP report finds that programs that exhibit the highest rate of return on investment are programs such as Drug Treatment in the Community, Cognitive Behavioral Therapy and Employment Training/Job Assistance in the Community (Lee, Aos, Drake, Pennucci, Miller & Anderson, 2012).

Given that these programs address what are often seen as the root causes or risk factors that contribute to the probability of arrest and jailing (financial difficulties, chemical dependency, homelessness, mental illness, negative family relations) (Harris, P., 2011; Herbert, Lopez, and Townley, 2009), it stands to reason that programs that work to alleviate these problems would be successful in reducing crime and recidivism. It would also appear that programs or strategies that are the most focused on specific problems would have the most impact. This is similar to the finding by National Research Council (2004) report on police strategies where they found the most effective strategies are those that are focused on specific problems.

Based on the extensive and wide-ranging crime prevention strategies found in this literature review, it is difficult to find comparable evidence-based practices or strategies similar to HSD’s current public safety/crime prevention programs (CURB, GOTS and Co-STARs).

Although these programs “provide a range of services, with a particular emphasis on housing and treatment chemical dependency and/or mental illness” and “case management services that assist clients to access a wide range of resources and opportunities well beyond the confines of the programs themselves” (Herbert et al., 2009), each program differs in the type of

client served. For example, CURB's clients are young adults, ages 18-30 years old living in Rainier Valley/Rainier Beach, many of whom are involved in drugs, sex-industry, criminal and gang-related activities. GOTS provides services to older adults, mainly between ages 35-60 years old, in the Central Area. Many of GOTS clients are homeless, mentally ill and/or addicted to drugs/alcohol. Co-STARS serves SMC, SMC Community Court, SMC Day Reporting, Neighborhood Corrections Initiative and Crisis Solutions Center clients who are mentally ill, homeless and have had three or more jail bookings within a 12-month period.

Given the importance of fitting the "right program to the right population" to determine the effectiveness of a program (WSIPP, 2001), it would be inappropriate to categorize all three of HSD's current investments into one type of program or strategy. However, as indicated in Herbert et al. (2009, 2010) reports, these programs "mimic an increasing plethora of programs nationwide that seek to divert persistent criminal offenders towards the services that can address their underlying challenges." Thus, there is no consensus in the literature regarding best practices for an evaluation design that is most appropriate for HSD's crime prevention/public safety programs, CURB, GOTS and Co-STARS. Instead, future evaluation design should be further developed from previous strategies recommended by Hebert and colleagues after the assessment conducted on these programs in 2010. Through a review of lessons learned, the evaluation design previously recommended may be enhanced for continuous process improvement.

7. Evaluation Design

Since 2011, outcome variables collected at 30, 60, and 90 days have incorporated five of six dimensions recommended for monthly client monitoring in the 2010 assessment by Herbert and colleagues: housing stability, adherence to treatment, income independence, criminal justice involvement and client self-assessment. The recommended dimension for which data has yet to be collected is physical health (measured by health care activity). The combination of all six dimensions recommended was based on their extensive evaluation literature review of human services and public safety programs which demonstrated that progress in each of the dimensions leads to positive outcomes, most notably—self-sufficiency, reduced involvement with the criminal justice system and increased cost savings to the public. With additional oversight of data by Safe Harbors, these five domains would be monitored for up to two years or until the participant graduates.

The value of monitoring participants' health care activity, is an attempt to provide an indication of the potential benefit the programs provide through improved client health resulting in cost savings to the public. Clients in such programs are less likely to suffer from severe medical issues and are more likely to reduce emergency room visits and lengthy hospital stays. One potential limitation to be considered, however, when incorporating this sixth dimension is the potential challenge to collecting such healthcare data from clients since primary healthcare services are not a component of the three programs. Based on the program design and the difficulty of obtaining accurate data, Co-STARS is the only program that is recommended to collect physical health data from clients.

The value of monitoring participants' self assessment not only indicates their experience of recovery, but also facilitates their own investment in their treatment by measuring their subjective sense of betterment. Client's quality of life and satisfaction with services are widely recognized factors in mental health improvements. All three programs conduct client self-assessments as described above.

For a more thorough assessment of the impact of CURB, GOTS and Co-STARS on public safety among the client populations, Herbert and colleagues recommended a recidivism analysis. The most cost-effective approach recommended was a pre/post enrollment study where client's offending histories prior to and after enrollment would be compared by the Research, Planning and Evaluation Group of the Seattle Municipal Court. SMC regularly produces recidivism analyses for their own programs. An annual recidivism analysis was estimated to require 100 hours of work by SMC.

8. Appendices

- A – Definition of Public Safety, Crime Prevention, Diversion and Violence Prevention
- B – Description of the Program Goals and Service Delivery Model for CURB, GOTS and Co-STARS
- C, D, E – Program Outcomes (January 2009 – March 2013)
- F – Sample Month Status Report form
- G – Sample Client Survey
- H – Local and National Data
- I – GOTS_CURB Data Collection Option – Safe Harbors HMIS

Definition of Public Safety, Crime Prevention, Diversion and Violence Prevention

Often there is a misconception made by policy makers, funders, program managers, public safety advocates, community service providers and their participants that crime prevention, public safety, diversion and violence prevention programs are all the same. It is true that there is overlap of program strategies and action steps across all four types of programs. Overall, research and program analysis of each program type have discovered specific and unique program elements that distinguish them apart.

The following definitions for crime prevention, public safety, diversion, and violence prevention programs outline the specific approach and strategy used by each program type to address reductions in crime and violence and increases in public safety in general. For the purpose of SLI - #95-3-A-1, this report will also identify and explain how specific program elements found in CURB, GOTS and Co-STARS define whether they are crime prevention, public safety, diversion or violence prevention programs. The report will clearly demonstrate that CURB and GOTS are neither diversion nor violence prevention programs. CURB and GOTS are public safety programs. Co-STARS is a crime prevention program.

CURB and GOTS are considered public safety programs for several reasons. One key element of a public safety program is that Guardians, such as case managers and outreach workers have an intimate or supervisory relationship to potential offenders (whether the offenders are under correctional supervision or not). Both CURB and GOTS are designed around an outreach, engagement and service intervention strategy for vulnerable populations, who are involved in drug, criminal, sex industry or gang-related activities.

A second element of public safety programs utilizes guardians (with this protective relationship) to canvas places and communities to prevent vulnerable people or unguarded property from being threatened. CURB and GOTS have very specific geographic catchment areas that they target and perform outreach and case management. Geographic areas consist of mixed populations of residents, some normally or highly functional, and others, with multiple barriers that present a risk to the quality of life and public safety to the majority of people in the communities.

CURB serves at-risk people who reside or congregate in Seattle's Rainier Beach neighborhood or in other hot spots in the Rainier Valley. GOTS serves adults with a history of criminal justice who congregate along the 23rd Avenue corridor and other areas with high crime and drug activity. The outreach team interacts and builds relationships with individuals who are congregating on the streets.

Crime Prevention

Crime Prevention has been described as “any initiative or policy which reduces, avoids or eliminates victimization by crime or violence. It includes governmental and non-governmental initiatives to reduce fear of crime as well as lessen the impact of crime on victims” (Institute for the Prevention of Crime, 2010). Crime prevention encompasses a broad array of approaches, including:

- **Developmental Crime Prevention** (also referred to as Social Prevention). Measures subsumed within this approach promote the well-being of people and encourage pro-social behavior through social, economic, health and educational measures, with a particular emphasis on children and youth. The goal is to intervene early in the lives of at-risk individuals and groups so as to forestall the development of crime and other behavioral problems later on (Homel, 2005). The focus is on risk and protective factors associated with criminal behavior, including personality factors, parental, peer and school-related factors.
- **Community or Locally-Based Crime Prevention.** This approach tackles the neighborhood conditions that influence offending and insecurity by drawing on the commitment and resources of community members. These efforts can range from organizing neighborhood watch programs to neighborhood revitalization efforts (e.g., Weed and Seed) and comprehensive programs that seek to improve a neighborhood’s cohesion and image (Schlossman et al., 1984).
- **Situational Crime Prevention.** This approach seeks to prevent the occurrence of crimes by reducing opportunities for crime, increasing the risks of being apprehended, raising the level of effort required to commit crimes and minimizing the benefits from crime. Included here are measures such as target hardening, access control, surveillance and prevention through environmental design (Clarke, 1997). Situational crime prevention can be undertaken by members of the public, businesses, schools and other facilities and can be facilitated through an analysis of a specific crime to determine the vulnerabilities of a specific target or site toward the end of developing customized countermeasures.
- **Crime Prevention Through the Justice System.** Crime prevention measures may also originate from the justice system. Targeted law enforcement strategies may focus on specific crimes or on crime “hot spots”. Legal sanctions may have a deterrent effect and incarceration may exercise an incapacitation effect by removing offenders from society. In addition, interventions in custodial and community settings may be designed to change offender behavior and thereby prevent recidivism.

Public Safety

Public Safety is defined as *the condition of a place, at times when people in that place are justified in feeling free of threat to their persons and property*. As a condition of place and time, public safety is threatened whenever a vulnerable person or unguarded property is in the same place as a potential offender at a time when the place, the potential victim or property and the potential offender are all without guardians who have a protective relationship to them.

This view of public safety directly challenges offender-focused probation and parole case management. It emphasizes instead the need for unofficial, naturally occurring guardians of people and places. Guardians are people who have a protective relationship to vulnerable targets, people who have an intimate or supervisory relationship to potential offenders (whether the offenders are under correctional supervision or not) and people who are responsible for places where the two may come together. Guardians—who may be parents, friends, neighbors, employers, local shopkeepers and security guards, for example—are abundant in safe places. Where they are absent, public safety is threatened. But guardians can be and are found in dangerous places too, and it is by mobilizing them that probation and parole agents most effectively increase and preserve public safety.

Diversion (Pre-Trial) Program

A diversion program in the criminal justice system is a form of sentencing. Such programs are often managed by a police department, court, a district attorney's office or an outside agency designed to enable offenders of criminal law to avoid criminal charges and a criminal record. Problem-solving courts typically include a pre-trial diversion component as part of their program. The purposes of diversion are generally thought to include relief to the courts, police department and probation office; better outcomes compared to direct involvement of the court system; and an opportunity for the offender to avoid prosecution by completing various requirements for the program. These requirements may include:

- Education aimed at preventing future offenses by the offender
- Restitution to victims of the offense
- Completion of community service hours
- Avoiding situations for a specified period in the future that may lead to committing another such offense (such as contact with certain people or frequenting certain locations)

Diversion programs often frame these requirements as an alternative to court or police involvement, if these institutions are already involved their prosecution. Successful completion of program requirements often will lead to a dropping or reduction of the charges while failure may bring back or heighten the penalties involved.

Violence Prevention

An effective violence prevention plan is based on several important premises and includes a vision broad enough to tackle interrelated and sweeping social issues while including enough detail and specifics to be tangible and concrete. First and foremost, all citizens deserve peaceful homes and communities, and local government has an obligation to take every action possible to help make that a reality. Second, violence is a public health issue, just like any other disease that can and should be prevented. There are both social conditions and individually engrained behaviors that lead to violence, but preventative measures can be taken to reduce and eventually minimize these root causes. Third, each community must recognize that effectively preventing violence is an intense, long-term and continual effort that must involve all levels of family, community and government.

Description of Program Goals and Service Delivery Model for CURB, GOTS and Co-STARS

Program Goals

The goals of CURB and GOTS are to:

1. Have a positive impact on people who are frequently involved and disproportionately represented in the criminal justice system by connecting those individuals to needed social, health, legal and employment services that in turn increase their ability to make positive lifestyle changes, more fully participate with their families, at work, at school and in their communities and ultimately eliminate their contact with the criminal justice system.
2. Create positive pathways out of at-risk, criminal and life threatening lifestyles that lead to client stability, sobriety and self-sufficiency and in turn, eliminate their propensity to commit crime.

The goals of Co-STARS are to:

1. Provide effective prevention and intervention strategies for those most at- risk and most in need to reduce or prevent more acute illness, high-risk behaviors, incarceration and other emergency medical or crisis responses
2. Fully engage and successfully treat eligible adults across the spectrum of their re-entry needs to provide support for community tenure and prevent future involvement with the criminal justice system
3. Ensure that services provide symptom relief and are provided from a recovery and resiliency perspective to assist clients to find what has been lost in their lives due to their illness, including the opportunity to make friends, use natural supports, make choices about their care, find and keep jobs and develop personal mechanisms for coping and regaining independence

Service Delivery Model

Communities Uniting Rainier Beach (CURB) is a project of the People of Color Against AIDS Network. POCAAN's mission is to work with communities of color to advocate and ensure equitable access to HIV/AIDS education, prevention and health care resources for people of color. POCAAN's approach is comprised of multiple strategies that motivate behavioral change for people engaging in high-risk behavior.

Communities Uniting Rainier Beach is an outreach, engagement and service intervention strategy for young adults, ages 18 – 30 years old, who are involved in drug, criminal, sex industry or gang-related activities and who reside or congregate in Seattle's Rainier Beach neighborhood or in other hot spots in the Rainier Valley. An emphasis is placed on reaching out

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to young adults of color and immigrant and refugee young adults who are not accessing other services.

CURB eligibility requirements include:

- Young adults between the ages of 18 – 30
- A criminal record or current involvement in drug, criminal, sex industry or gang-related activities
- Reside or congregate in Seattle’s Rainier Beach neighborhood or in other hot spots in the Rainier Valley
- Multiple barriers including homelessness, chemical dependency, mental illness, limited education, lack of positive work experience

CURB seeks to redirect young adults from street life by first stabilizing their housing and addressing their treatment needs so they can engage in training and education. The ultimate goal for the young adults whom CURB serves is to secure living wage employment and eliminate their involvement in criminal activity. Project components include outreach, assessment, case management, extensive support services, weekly support groups, housing resources and chemical dependency and mental health treatment. Direct services are provided at POCAAN’s CURB Office, located at 4417 Rainier Avenue South in Seattle, Monday – Friday from 9:00 am – 5:30 pm.

CURB is staffed by one full-time coordinator and one full-time case manager. Potential CURB clients are reached primarily through street outreach, community outreach and word-of-mouth. Street outreach is conducted in pairs by the case manager, the coordinator and/or outreach staff from other POCAAN programs. The outreach team interacts and builds relationships with individuals who congregate on the streets in the Rainier Beach neighborhood along Rainier Avenue South and in community-identified hot spots in the Rainier Valley. They meet people where they are, provide referral information and offer program services as an alternative to negative activities. Outreach is also conducted at community events and through contacts with local law enforcement personnel and community providers.

CURB receives referrals from faith-based organizations, other service providers, Seattle Drug Court, community service officers, probation officers and the Department of Corrections. CURB staff members have recently forged new relationships with the Seattle Police Department including Jim Pugel, Interim Chief of Police and Lt. John Hayes of the South Precinct. Discussions with Lt. Hayes focused on partnering for outreach, presenting at roll calls and providing officers with a “snapshot” of a typical CURB client to help officers identify and refer potential clients. CURB also offered their office space as a place for patrol officers to drop-in, use the restroom and fill out their reports.

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The CURB enrollment process involves multiple phases. Intake is the first phase and includes the potential participant meeting with CURB staff to verify eligibility, collect contact information and review CURB services and requirements. At the next meeting, the CURB case manager or coordinator conducts a comprehensive assessment to identify each potential participant's goals, aspirations, strengths, key supports and issues or conditions such as warrants, probation, homelessness and/or addictions that might contribute to their participation in criminal behavior. The assessment phase was re-designed in 2010 with the goal of improving participant retention by helping individuals to decide whether or not they are ready and committed to making positive lifestyle changes.

The final stage of the enrollment process is the development of an Individual Service Plan (ISP) that lays the foundation for a positive pathway out of criminal activity. The ISP is based on assessment results and developed in partnership with each individual. The ISP also builds on the individual's strengths, specifies agreed upon goals, and identifies measurable, short-term plans of action and timeframes for achieving goals. CURB offers a menu of services with a focus on the following areas: support groups, behavior modification, life skills, housing, referral to drug/alcohol treatment and mental health services, mentorship, pre-employment training, job search assistance, service projects, access to education/training and access to public benefits. The type and scope of services provided varies depending on the needs, strengths and goals identified in each individual's service plan.

A primary staff person is identified for each enrolled client. The primary staff person maintains regular contact with clients and monitors and documents each individual's progress towards reaching their ISP goals. All client activity is documented in a case file. The ISP is reviewed by the primary staff person and client on a regular basis and updated as needed. CURB monitors clients' criminal activity through regular examination of jail bookings, client self-report and communication with probation officers and officials from the Seattle Police Department and the Department of Corrections.

CURB case management services are individualized and client driven and include, but are not be limited to, 1) assessment; 2) ISP development; 3) assistance with accessing public benefits; 4) extensive supportive services; 5) referral services; 6) service coordination; 7) advocacy; 8) weekly support groups; and 9) case monitoring. The primary staff person connects clients to needed services and helps them to navigate the social service, court, employment, training and school systems.

CURB services are provided on an open-entry, open-exit basis with most ISPs developed for a one year period. Services are typically most intense during the first three months of the program when emphasis is placed on stabilizing the client, helping them access public benefits, engaging them in treatment, and motivating them to change their behavior. Once stabilized, the focus shifts to education, training and employment. Clients are expected to follow through

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with appointments and those who have court or supervision requirements are expected to comply.

CURB staff facilitates a weekly support group that provides an opportunity for participants to engage in peer support and interaction in a safe, positive environment. Participants who are not engaged in verifiable employment or education/training are required to attend CURB support groups. CURB graduates function as peer support and often attend the support groups. These individuals share similar histories with current clients and serve as inspirational models for recovery and change.

CURB staff provides services in partnership with other service providers and Rainier Valley organizations. These community and mainstream partnerships enable clients to access a range of resources and opportunities beyond the program's offerings. By setting aside 40% of contracted funds for support services, CURB is able to provide rapid, low-barrier access to treatment and housing services. For example, CURB often uses support service funds to pay for treatment when clients are ready to engage in services. At the same time, they help clients access public benefits to pay for the cost of further treatment. Without these resources, clients are often waitlisted; those without medical coupons are turned away. By the time their name comes up on the waitlist or they access public benefits, they are often no longer open to treatment. Support service funds are also used for food, hygiene supplies, transportation assistance, identification fees, household items and education, employment and training services.

The provision of housing is central to client progress as it alleviates clients' need to secure resources to pay rent, and thereby provides them the opportunity to concentrate on challenges such as chemical addiction and mental illness. CURB helps clients access transitional housing through Pioneer Human Services and rental assistance through the Housing and Essential Needs (HENS) program. They also use support service funds to provide subsidized housing and have developed relationships with several clean and sober housing providers who offer a shared housing model, conduct random UA tests and hold regular house meetings. For most clients, clean and sober housing is transitional; some choose to live there permanently. For many clients, the rules of their housing environment, whether transitional or clean and sober, provide a necessary structure for lives prone to disorganization.

As clients stabilize and secure legal income, ISPs for homeless and unstably housed clients prioritize working toward permanent housing goals, and include action steps and timelines to prepare clients to secure permanent, stable housing. CURB staff help clients with budgeting and researching the housing market. They also assist clients in acquiring permanent housing by referring and transporting clients to housing resources, exploring shared housing options, assisting clients in completing housing applications, serving as a reference, inspecting potential rental housing with the clients, using support service dollars to pay the first month's rent and helping clients move-in. Employability services help clients secure and retain full-time

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employment that pays enough for them to rent a studio apartment. Clients with lower incomes are encouraged to move into shared housing. In some instances, the timing is right for homeless clients to successfully access public housing and rent assistance programs. The most important goals for CURB clients are to successfully graduate from the program, develop self-sufficiency and live crime-free. Program graduates of CURB are defined as individuals who meet one of the following goals:

1. Maintain permanent housing for at least 365 days;
2. Secure legal income and live in stable housing;
3. Complete treatment, training and/or an education program and live in stable housing;
4. Comply with court or supervision requirements for at least 180 days and live in stable housing.

CURB has a successful track record of motivating individuals to stabilize their lives, engage in treatment, reduce recidivism and develop the skills, attitudes and behaviors they need to become contributing community members. CURB's annual graduation rates range from 71% in 2011 to 55% in 2012 and are indicative of their clients' success in meeting these multiple program outcomes.

Get Off the Streets (GOTS) is a project of the Seattle Neighborhood Group. Seattle Neighborhood Group's mission is to partner with residents, businesses, government agencies and other service providers to advocate for safe neighborhoods and to develop strategies that create strong communities. The agency envisions crime-free communities where people work together to solve problems, children play without fear, and businesses thrive.

GOTS serves adults with a history of criminal justice involvement who are homeless, mentally ill and/or chemically dependent and congregate along the 23rd Avenue corridor and other areas with high crime and drug activity in Seattle's Central Area. Homelessness, mental illness, chemical dependency and unemployment all contribute to the probability of arrest and incarceration. GOTS offers people who are on the streets, access to the services needed to facilitate "getting off the streets." Moving people from the streets to housing, employment and/or a clean and sober lifestyle reduces their likelihood of re-offending.

GOTS was started to address safety on the streets, specifically at 23rd and Madison, prior to the initiation of the three pilot projects by Seattle City Council in 2006. SNG coordinates the GOTS project and subcontracts with the People of Color Against AIDS Network for outreach and case management services. Project components include outreach, assessment, case management, extensive support services, weekly support groups, chemical dependency and mental health treatment, housing resources, assistance with accessing public benefits and education, training and employment services.

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Potential GOTS clients are reached primarily through street outreach, community outreach, word-of-mouth and referrals from Work Release and Drug Court. The GOTS outreach team consists of two part-time POCAAN outreach specialists who are deployed to areas with high drug activity in coordination with the Seattle Police Department's East Precinct. The project originally focused on the intersection at 23rd Avenue and East Madison Street, then moved to 23rd Avenue and East Union Street and currently conducts outreach on 23rd Avenue South at South Jackson Street and South Dearborn Street. The outreach team interacts and builds relationships with individuals who are congregating on the streets. They offer potential participants with referral information, food, water and hygiene supplies. They also invite individuals in need of redirection to participate in GOTS.

Eligibility screening, individual assessments and case management services are provided by the GOTS case manager at POCAAN's main office, located at 1820 East Pine Street in Seattle. Services are provided Monday – Friday from 9:00 am – 5:30 pm.

Eligibility requirements for GOTS clients include:

- Current criminal history verified by a criminal background check
- Between the ages of 18 – 60
- Chronically homeless, chemically dependent and/or mentally ill
- Connection to the Central Area

Eligible individuals who agree to participate in GOTS' services complete an intake and assessment process to identify needs, strengths and to develop an Individual Service Plan. The ISP is based on assessment results and developed in partnership with each individual. It also builds on the individual's strengths, specifies agreed upon goals, and identifies measurable, short-term plans of action and timeframes for achieving them. The type and scope of services provided varies depending on the needs, strengths and goals identified in each individual's service plan. The ISP is reviewed by the case manager and participant on a regular basis and updated as needed.

GOTS case management services are individualized and client driven and include, but are not be limited to, 1) assessment; 2) Individual Service Plan development; 3) assistance with accessing public benefits; 4) extensive supportive services; 5) referral services; 6) service coordination; 7) advocacy; 8) weekly support groups; and 9) case monitoring. The case manager connects clients to needed services and helps them to navigate the social service, court, employment, training and education systems. GOTS also offers treatment vouchers to community-based programs that help individuals achieve sobriety and/or improve their mental health. Assistance is also provided to clients for housing, food and transportation.

GOTS offers weekly support groups that are open to all POCAAN clients and a weekly relapse prevention group that is only open to GOTS clients. GOTS clients are expected to attend the

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weekly support groups and/or the weekly relapse prevention group. The weekly support group provides GOTS clients with a comfortable forum for open communication and collective support. The relapse prevention group includes weekly drug tests, treatment plans, collective support and culturally relevant services in the context of staying clean and sober. The relapse prevention group provides critical support to clients who are overcoming decades of addiction and instability.

The GOTS case manager maintains regular contact with participants and monitors and documents each individual's progress towards reaching their ISP goals. The GOTS team also monitors clients' criminal activity through regular examination of jail bookings, client self-report and communication with East Precinct Seattle police, probation officers and officials from the Department of Corrections.

GOTS provides services in partnership with other service providers and community organizations. GOTS provides clients with low-barrier access to treatment and housing when clients are ready through significant funding for support services combined with community and mainstream partnerships. Support service funds are also used for food, hygiene supplies, transportation assistance, identification fees, household items and education, employment and training services.

Housing stability is a critical aspect of mental health and substance abuse treatment. GOTS helps clients access transitional housing and rent assistance programs. They also use support service funds to provide subsidized housing and have developed relationships with several clean and sober housing providers who offer a shared housing model, conduct random UA tests and hold regular house meetings. For most clients, clean and sober housing is transitional; some choose to live there permanently. For many clients, the rules of their housing environment, whether transitional or clean and sober, provide a necessary structure for lives prone to disorganization.

As part of the transition planning process, ISPs for homeless and unstably housed clients prioritize working toward housing goals, and include action steps and timelines to prepare clients to secure permanent, stable housing. GOTS assist clients in acquiring permanent housing by helping with budgeting, referring clients to housing resources, assisting clients in completing housing applications, serving as a reference, inspecting potential rental housing with the clients and using support service dollars to pay the first month's rent. Employability services help clients secure and retain full-time employment that pays enough for them to rent a studio apartment. Clients with lower incomes are encouraged to move into shared housing. In some instances, the timing is right for homeless clients to successfully access public housing and rent assistance programs.

As with CURB, the most important goals for GOTS clients are to successfully graduate from the program, develop self-sufficiency and live crime-free. GOTS program graduates are defined the

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same as CURB graduates. GOTS also has a successful track record of motivating individuals to stabilize their lives, engage in treatment, reduce recidivism and develop the skills, attitudes and behaviors they need to become contributing community members. GOTS graduation rates were 62% in 2011 and 63% in 2012.

Court Specialized Treatment and Access to Recovery Services (Co-STARS) is a project of Sound Mental Health. Sound Mental Health's mission is to strengthen our community and improve the lives of our clients by delivering excellent health and human services tailored to meet their needs. The agency envisions a healthy and safe community that actively promotes recovery and positive lifestyles for people challenged by mental illness and substance abuse.

The Co-STARS program provides tiered housing, multi-disciplinary case management services and outpatient treatment with the aim of reducing recidivism rates and supporting the recovery process for homeless adults with mental health and/or addiction issues who have been frequently involved in the criminal justice system.

Co-STARS is staffed by a 0.2 full-time equivalent psychiatric prescriber, a 0.3 full-time equivalent Mental Health Professional, two full-time mental health case managers with chemical dependency credentials and one full-time forensic peer specialist. Services are provided Monday – Friday from 8 am – 5 pm at the Court Resource Center, Sound Mental Health and various housing sites.

The eligibility requirements for Co-STARS include:

- At least three incarcerations in a jail in King County within a 12-month period
 - One or more admissions to the Crisis Solutions Center, operated by the Downtown Emergency Services Center, may be counted in lieu of incarcerations and
 - A current admission to the CSC may be counted in lieu of an incarceration if the individual would have received a Seattle Municipal Court charge if not diverted to the CSC
- Currently homeless
- Willingness to participate in treatment
- Not receiving or eligible for services elsewhere (VA, SSI, other like program)
- No history of arson or violent sex offenses

All clients are referred to Co-STARS by SMC, SMC Community Court, SMC Day Reporting, the Neighborhood Corrections Initiative (NCI) and the Crisis Solutions Center.

Program goals are addressed through the provision of the following services:

- Screening and assessment;
- Treatment plan development, implementation and monitoring;

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- Case management and treatment provided by a multi-disciplinary team using evidence-based practices including Motivational Interviewing (MI);
- Placement in appropriate transitional and permanent housing;
- Assistance in applying for public entitlements;
- Forensic peer support;
- Vocational services and support; and
- Transition planning.

The psychiatric prescriber conducts a prescriber evaluation within 30 days of intake to promote medication continuity, assessment and evaluation; provides psychopharmacological approaches with ongoing assessment and medications management throughout the treatment benefit; and participates with the Co-STARS team in the ongoing re-assessment of the treatment recovery plan and assists in adapting the plan based on client need, especially with medications.

A mental health case manager is assigned to each client. Responsibilities include 1) comprehensive mental health and chemical dependency assessments, including a substance use disorder treatment readiness assessment; 2) development of treatment plans that are tailored to the needs of each client and that consider relapse intervention and relapse prevention strategies, cultural patterns and structures, communication, cognitive, behavioral, and learning styles, identity development, perceptions of illness, and help-seeking behaviors; 3) development of a crisis plan that includes relapse prevention and relapse intervention strategies; 4) motivational and behavioral skills interventions including symptom monitoring, medication management, relapse prevention, leisure activities, and social skills; 5) assistance with money management, including budgeting and protective payee services; 6) linkage to employment and education resources in the community, including the County RSN employment services, for those persons who are interested in and able to work; and 7) linkage with physical health care and other community resources.

In addition, Plymouth Housing Group (PHG) provides 20 units of permanent housing at the St. Charles that are set-aside for Co-STARS clients and funded by HSD through a separate contract between HSD and PHG. SMH case managers work in collaboration with PHG staff at the St. Charles and provide on-site services to Co-STARS residents. All Co-STARS clients who reside at the PHG facility have a Collaborative Response Plan for urgent issues. Sound Mental Health also works with affordable housing providers, including the Low Income Housing Institute (LIHI) for permanent housing and Pioneer Human Services (PHS) for interim and transitional housing.

CURB PERFORMANCE

	2009 Goals	2009 Achieved	2009 % Achieved	2010 Goals	2010 Achieved	2010 % Achieved
PROGRAM STATUS						
# of signed Individual Service Plans (ISPs)	75	127	169%	75	84	112%
# who received case management	75	111	148%	75	99	132%
HOUSING PERFORMANCE						
# placed in appropriate housing (shelter, transitional, permanent)	40	53	133%	40	52	130%
TREATMENT PERFORMANCE						
# who enter treatment programs	30	30	100%	30	45	150%
INCOME & WORK PERFORMANCE¹						
# who obtain public benefits	n/a	n/a	n/a	n/a	n/a	n/a
# who enter training/education program or secure employment	n/a	n/a	n/a	n/a – report only	42	n/a
CRIMINAL JUSTICE PERFORMANCE						
# who comply with court or supervision requirements for 30 days	50	79	158%	50	53	106%

¹ Reporting elements were not in 2009 and 2010 contracts.

CURB PERFORMANCE

	2011 Goals	2011 Achieved	2011 % Achieved	2012 Goals	2012 Achieved	2012 % Achieved	2013 Goals*	Jan- Mar 2013 Achieved	Jan – Mar 2013 % Achieved
PROGRAM STATUS									
# of signed ISPs	55	55	100%	50	53	106%	60	7	12%
# who received case management	75	75	100%	75	68	91%	75	30	40%
HOUSING PERFORMANCE									
# who enter transitional housing	46	41	89%	47	47	100%	50	7	14%
# in transitional housing 30 days	41	41	100%	42	44	105%	45	1	2%
# in transitional housing 60 days	39	35	90%	40	39	98%	43	1	2%
# in transitional housing 90 days	37	33	89%	38	34	89%	40	1	3%
# in transitional housing for 120 days or more	Report Only	59	n/a	Report Only	26	n/a	Report Only	8	n/a
# who enter permanent housing	20	19	95%	20	32	160%	20	3	15%
# in permanent housing 30 days	18	19	106%	18	24	133%	18	3	17%
# in permanent housing 60 days	17	16	94%	17	23	135%	17	5	29%
# in permanent housing 90 days	16	12	75%	16	16	100%	16	4	25%
# in permanent housing for 120 days or more	Report Only	11	n/a	Report Only	17	n/a	Report Only	5	n/a
Total performance pay gains	234	227	97%	238	259	109%	249	25	10%
TREATMENT PERFORMANCE									
# who enter treatment programs	40	44	110%	30	59	200%	30	5	17%
# in treatment 30 days	34	38	118%	23	51	222%	23	3	13%
# in treatment 60 days	31	35	113%	21	45	214%	21	2	10%
# in treatment 90 days	36	34	94%	20	39	195%	20	0	0%
# who complete treatment	Report	33	n/a	Report	25	n/a	Report	4	n/a
Total performance pay gains	141	151	107%	94	194	206%	94	10	11%

CURB PERFORMANCE

	2011 Goals	2011 Achieved	2011 % Achieved	2012 Goals	2012 Achieved	2012 % Achieved	2013 Goals*	Jan- Mar 2013 Achieved	Jan – Mar 2013 % Achieved
INCOME & WORK PERFORMANCE									
# who obtain public benefits	13	45	346%	36	53	147%	30	3	10%
# who enter training/education program or secure employment	37	59	159%	37	63	170%	40	8	20%
# in training/education or employed for 30 days	33	46	139%	33	65	197%	36	7	19%
# in training/education or employed for 60 days	61	46	75%	31	52	168%	34	5	15%
# in training/education or employed for 90 days	30	29	97%	30	49	163%	32	3	9%
# who complete training/education program	Report Only	14	n/a	Report Only	21	n/a	Report Only	3	n/a
Total performance pay gains	174	225	129%	167	282	169%	172	26	15%
CRIMINAL JUSTICE PERFORMANCE									
# who comply with court or supervision requirements for 30 days	13	19	146%	21	29	138%	21	3	14%
# who comply for 60 days	11	20	189%	20	26	130%	20	3	15%
# who comply for 90 days	16	20	125%	19	20	105%	19	3	16%
Total performance pay gains	40	59	148%	60	75	125%	60	9	15%
PROGRAM GRADUATES									
# of program graduates	Report Only	36	n/a	Report Only	27	n/a	Report Only	0	n/a

*CURB and GOTS 2013 data are only for a partial year in 2013. Current data is not available. This data indicates that both programs are on track to meet their outcomes.

GOTS PERFORMANCE

	2009 Goals	2009 Achieved	2009 % Achieved	2010 Goals	2010 Achieved	2010 % Achieved
PROGRAM STATUS						
# of signed Individual Service Plans (ISPs)	22	27	123%	41	39	95%
# who received case management	50	47	94%	60	67	112%
HOUSING PERFORMANCE						
# who enter transitional housing	20	24	120%	30	47	157%
# who enter permanent housing	7	15	214%	10	13	130%
TREATMENT PERFORMANCE						
# who enter treatment programs	23	26	113%	30	48	160%
INCOME & TRAINING/WORK PERFORMANCE¹						
# who obtain public benefits	n/a	n/a	n/a	n/a	n/a	n/a
# who enter training/education program or secure employment	n/a	n/a	n/a	n/a	n/a	n/a
CRIMINAL JUSTICE PERFORMANCE						
# who comply with court or supervision requirements for 30 days	Report only	22	n/a	Report only	13	n/a

¹ Reporting elements were not in 2009 and 2010 contracts.

GOTS PERFORMANCE

	2011 Goals	2011 Achieved	2011 % Achieved	2012 Goals	2012 Achieved	2012 % Achieved	2013 Goals*	Jan- Mar 2013 Achieved	Jan – Mar 2013 % Achieved
PROGRAM STATUS									
# of signed Individual Service Plans	24	30	125%	30	36	120%	25	5	20%
# who received case management	60	67	112%	50	67	134%	50	31	62%
HOUSING PERFORMANCE									
# who enter transitional housing	24	28	117%	22	36	164%	22	6	27%
# in transitional housing 30 days	20	28	140%	19	37	195%	19	5	26%
# in transitional housing 60 days	20	18	90%	19	37	195%	19	3	16%
# in transitional housing 90 days	19	12	63%	18	34	189%	18	1	6%
# in transitional housing for 120 days or more	Report Only	32	n/a	Report Only	20	n/a	Report Only	20	n/a
# who enter permanent housing	20	15	75%	17	16	94%	17	1	6%
# in permanent housing 30 days	17	17	100%	14	9	64%	14	0	0%
# in permanent housing 60 days	17	18	106%	14	10	71%	14	0	0%
# in permanent housing 90 days	16	18	113%	13	9	69%	13	0	0%
Total performance pay gains	153	154	101%	136	188	138%	136	16	12%
TREATMENT PERFORMANCE									
# who enter treatment programs	26	30	115%	20	42	210%	20	9	45%
# in treatment 30 days	32	40	125%	15	32	213%	15	5	33%
# in treatment 60 days	18	24	133%	14	33	236%	14	2	14%
# in treatment 90 days	25	21	84%	13	23	177%	13	5	38%
# who complete treatment	Report	16	n/a	Report	7	n/a	Report	7	n/a
Total performance pay gains	101	115	114%	62	130	210%	62	21	34%

GOTS PERFORMANCE

	2011 Goals	2011 Achieved	2011 % Achieved	2012 Goals	2012 Achieved	2012 % Achieved	2013 Goals*	Jan- Mar 2013 Achieved	Jan – Mar 2013 % Achieved
INCOME & TRAINING/WORK PERFORMANCE									
# who obtain public benefits	35	9	26%	30	33	110%	30	6	20%
# who enter training/education program or secure employment	10	17	170%	10	45	450%	15	7	47%
# in training/education or employed for 30 days	9	16	178%	9	30	333%	14	8	57%
# in training/education or employed for 60 days	8	23	288%	8	25	313%	12	2	17%
# in training/education or employed for 90 days	8	15	188%	8	16	200%	12	3	25%
# who complete training/education program	Report Only	3	n/a	Report Only	2	n/a	Report Only	1	n/a
Total performance pay gains	70	80	114%	65	149	229%	83	26	31%
CRIMINAL JUSTICE PERFORMANCE									
# who comply with court or supervision requirements for 30 days	20	20	100%	23	24	104%	23	7	30%
# who comply for 60 days	17	10	59%	21	28	133%	21	2	10%
# who comply for 90 days	7	5	71%	20	29	145%	20	0	0%
Total performance pay gains	44	35	80%	64	81	127%	64	9	14%
PROGRAM GRADUATES									
# of program graduates	Report Only	24	n/a	Report Only	19	n/a	Report Only	0	n/a

*CURB and GOTS 2013 data are only for a partial year in 2013. Current data is not available. This data indicates that both programs are on track to meet their outcomes

Co-STARS PERFORMANCE

	2009 Goals	2009 Achieved	2009 % Achieved	2010 Goals	2010 Achieved	2010 % Achieved
PROGRAM STATUS						
# of signed Individual Service Plans	Report only	9	n/a	Report only	10	n/a
# who received program services	50	50	100%	50	52	104%
HOUSING PERFORMANCE						
# who enter transitional housing	Report only	29	n/a	Report only	18	n/a
# who enter permanent housing	Report only	6	n/a	Report only	8	n/a
TREATMENT PERFORMANCE						
# who engage in treatment services	Report only	41	n/a	Report only	41	n/a
INCOME & TRAINING/WORK PERFORMANCE¹						
# who obtain public benefits	n/a	n/a	n/a	n/a	n/a	n/a
# who enter training/education program or secure employment	n/a	n/a	n/a	n/a	n/a	n/a
CRIMINAL JUSTICE PERFORMANCE¹						
# who comply with court or supervision requirements for 30 days	n/a	n/a	n/a	n/a	n/a	n/a

¹ Reporting elements were not in 2009 and 2010 contracts.

Co-STARS PERFORMANCE

	2011 Goals	2011 Achieved	2011 % Achieved	2012 Goals	2012 Achieved	2012 % Achieved	2013 Goals	Jan- Mar 2013 Achieved	Jan – Mar 2013 % Achieved
PROGRAM STATUS									
# of signed Individual Service Plans	Report Only	11	n/a	Report Only	8	n/a	Report Only	1	n/a
# who received program services	45	47	104%	45	53	118%	50	34	68%
HOUSING PERFORMANCE									
# who enter transitional housing	Report Only	22	n/a	Report Only	19	n/a	Report Only	4	n/a
# in transitional housing 30 days		17			19			10	
# in transitional housing 60 days		12			15			8	
# in transitional housing 90 days		27			14			5	
# in transitional housing for 120 days or more		37			14			5	
# who enter permanent housing		1			1			0	
# in permanent housing 30 days		1			0			0	
# in permanent housing 60 days		0			0			0	
# in permanent housing 90 days		0			0			0	
# in permanent housing for 120 days or more		28			28			18	
TREATMENT PERFORMANCE									
# who enter treatment programs	Report Only	3	n/a	Report Only	8	n/a	Report Only	1	n/a
# in treatment 30 days		3			7			0	
# in treatment 60 days		3			6			0	
# in treatment 90 days		3			3			0	
# in treatment 120 days or more		46			49			33	
# who complete treatment		0			7			0	

Co-STARS PERFORMANCE

	2011 Goals	2011 Achieved	2011 % Achieved	2012 Goals	2012 Achieved	2012 % Achieved	2013 Goals	Jan- Mar 2013 Achieved	Jan – Mar 2013 % Achieved
INCOME & TRAINING/WORK PERFORMANCE									
# who obtain public benefits	Report Only	1	n/a	Report Only	10	n/a	Report Only	3	n/a
# who enter training/education program or secure employment		9			4			0	
# in training/education or employed for 30 days		9			9			4	
# in training/education or employed for 60 days		9			8			4	
# in training/education or employed for 90 days		8			7			4	
# who complete training/education program		0			0			0	
CRIMINAL JUSTICE PERFORMANCE									
# who comply with court or supervision requirements for 30 days	Report Only	17	n/a	Report Only	1	n/a	Report Only	0	n/a
# who comply for 60 days		16			1			0	
# who comply for 90 days		17			3			0	

Seattle Human Services Department
Statement of Legislative Intent 95-3-A-1
Appendix F

SAMPLE MONTHLY STATUS REPORT

Agency: People of Color Against AIDS Network Program: Communities Uniting Rainier Beach

Person Completing Form: _____ Phone: _____ Report Period: _____

Reporting Elements and Performance Gains (shaded)	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total to Date	Contract Goal
PROGRAM STATUS														
# of carry-over participants														15
# of intake & assessments completed														
# of signed ISPs														60
# of participants who receive case management														75
# of participants who attend support groups														
# of participants who maintain weekly contact														
# of inactive participants														
# of program graduates														
# of exited participants including graduates														
HOUSING PERFORMANCE														
# who enter transitional housing														50
# who retain transitional housing for 30 days														45
# who retain transitional housing for 60 days														43
# who retain transitional housing for 90 days														40
# who retain transitional housing for over 90 days														
# who enter permanent housing														20
# who retain permanent housing for 30 days														18
# who retain permanent housing for 60 days														17
# who retain permanent housing for 90 days														16
# who retain permanent housing for over 90 days														
TREATMENT PERFORMANCE														
# of participants referred to treatment														
# of participants who enter treatment														30
# who participate in treatment for 30 days														23
# who participate in treatment for 60 days														21
# who participate in treatment for 90 days														20
# who participate in treatment for over 90 days														
# of participants who complete treatment														

SAMPLE MONTHLY STATUS REPORT - Continued

LEGAL INCOME & TRAINING/EDUCATION PERFORMANCE	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total to Date	Contract Goal
# of participants who obtain public benefits														30
# who enter training/education program or secure employment														40
# who participate in training/education or retain employment for 30 days														36
# who participate in training/education or retain employment for 60 days														34
# who participate in training/education or retain employment for 90 days														32
# who participate in training/education or retain employment for over 90 days														
# who complete training/education programs														
REDUCED CRIMINAL JUSTICE INVOLVEMENT PERFORMANCE														
# of participants who enter with court or supervision requirements														
# who comply with court or supervision requirements for 30 days														21
# who comply with court or supervision requirements for 60 days														20
# who comply with court or supervision requirements for 90 days														19
# who comply with court or supervision requirements for over 90 days														
# who complete court or supervision requirements														
# of participants with new bookings														

Narrative Report - Briefly summarize project highlights and collaborations. If applicable, include a description of barriers or problems encountered and strategies implemented to overcome obstacles.

Appendix G

SAMPLE CLIENT SURVEY

Date Completed: _____ Time associated with CURB: _____ Years _____ Months

DEMOGRAPHIC INFORMATION

GENDER: _____ AGE: _____ RACE/ETHNICITY: _____

IMPORTANCE OF SERVICE COMPONENTS

Use the following scale from 4 (Very Important) to 1 (Not Important) to rate each service component.

4	3	2	1
VERY IMPORTANT	IMPORTANT	SOMEWHAT IMPORTANT	NOT IMPORTANT

_____ Information about available services and resources

_____ Assistance in connecting you to needed services and resources

_____ Emotional and psychological support

_____ Assistance with resolving legal or court requirements

SERVICE SATISFACTION

Use the following scale from 4 (Very Satisfied) to 1 (Not Satisfied) to answer the following questions.

4	3	2	1
VERY SATISFIED	SATISFIED	SOMEWHAT SATISFIED	NOT SATISFIED AT ALL

_____ How satisfied are you with the **openness and welcoming environment** at CURB?

_____ How satisfied are you with the **amount and type of services** provided to you at CURB?

_____ How satisfied are you with **promptness and timeliness of services** provided to you at CURB?

_____ How satisfied are you with **your current quality of life**?

_____ Overall, how would you rate **your experience with CURB**?

If a friend was in need of similar help, would you recommend CURB to your friend? **YES** **NO**

Did you achieve the goal(s) in your service plan? (Circle One) **YES, ALL** **YES, SOME** **NO**

What were some of the barriers that made it difficult for you to achieve your service plan goal(s)?

What has changed in your life since participating in CURB?

What would you recommend be added or changed to improve the services at CURB?

LOCAL and NATIONAL DATA

Local and national data substantiate the need for CURB, GOTS and Co-STARS. The majority of program participants are people of color, with African American males comprising the largest racial/gender group served. Although African Americans are not a majority group among Seattle residents, the geographical areas targeted for CURB, GOTS and Co-STARS include neighborhoods with the highest concentrations of African Americans (see Table 1 on following page). According to the 2010 United States Census, African Americans comprise 7.9 % of Seattle's population, but represent nearly 29%, 7%, 19% and 21% of residents in the Rainier Valley/Rainier Beach and Central District neighborhoods targeted by the three programs. African American males, ages 18-59 tend to reside in the Rainier Valley/Rainier Beach (98118 zip code) and Central District (98112, 98122 and 98144 zip codes) areas of Seattle served by CURB, GOTS and CO-STARS. African American males in these target neighborhoods experience disproportionate rates of poverty and unemployment compared to local and national statistics for their cohort. In parts of the Central District (98112 and 98144), the poverty rate for African American males, ages 15-34 is more than double the poverty rate for all men in that area. In both the Rainier Valley/Rainier Beach and the Central District, the poverty rate for African American males, ages 35-64 is significantly higher compared to those rates for all men in those areas, with poverty rates more than double for African American males in parts of the Central District (98122 and 98144). The unemployment rate for African American males, ages 16-64 when compared to all males is more pronounced in Seattle than at the national-level. In the Rainier Valley/Rainier Beach and the Central District the unemployment rate for African American males, age 16-64, is two to three times that for all males in Seattle. In addition, residents in these areas are also at-risk for homelessness as the percentage of renters paying over 30% of their income for rent is higher than the percentage for all of Seattle (40%), in each of the Rainier Valley/Rainier Beach and Central District zip codes targeted (43%, 47%, 61%, and 52%).

Table 1. Local and National Data Substantiating CURB, GOTS, and CO-STARs						
Characteristic	Rainier Valley Zip Code 98118	Central District Zip Code 98112	Central District Zip Code 98122	Central District Zip Code 98144	Seattle	United States
Total population	42,731	21,077	31,454	26,881	608,660	308,745,538
% African American/Black**	28.9%	6.7%	19.2%	20.8%	7.9%	13.6%
% of males by age who are Black*						
18-24 years*	32.0%	6.5%	11.9%	21.2%	8.8%	15.5%
25-34 years*	28.0%	4.7%	9.6%	14.9%	7.2%	13.3%
35-59 years*	24.4%	5.7%	18.4%	17.1%	9.1%	12.1%
Poverty rate, males 15-34 [#]	16.1%	13.6%	18.3%	14.8%	17.5%	15.7%
Poverty rate, males 35-64 [#]	13.4%	5.7%	14.6%	11.5%	9.8%	9.0%
Poverty rate, Black males 15-35 [#]	26.5%	29.9%	12.8%	34.8%	25.5%	23.8%
Poverty rate, Black males 35-64 [#]	22.1%	9.7%	28.9%	26.3%	26.1%	16.5%
Unemployment, all males 16-64 [#]	11.8%	5.7%	5.2%	6.7%	6.7%	8.3%
Unemployment, Black males 16-64 [#]	19.0%	18.9%	14.3%	12.8%	10.5%	11.3%
% of renters paying >30% of income for rent [#]	43%	47%	61%	52%	40%	52%

**Black alone or in combination with other races

* 2010 United States Census

[#]2007-2011 American Community Survey

GOTS_CURB Data Collection Option - Safe Harbors HMIS (Web-based software)

Safe Harbors HMIS Overview

The Safe Harbors Homeless Management Information System HMIS is a countywide data management tool designed to facilitate data collection, and policymaking for the Seattle/King County Continuum of Care in order to improve human service delivery throughout the county. The SAFE HARBORS HMIS is administered by the City of Seattle Human Services Department (HSD) in partnership with King County and the United Way of King County and is the official homeless management information system (HMIS) for the Seattle/King County Continuum of Care. Continuum providers use Safe Harbors to collect client-level data from persons who are homeless in order to understand the extent and nature of homelessness and the effectiveness of the homeless service delivery system in the County.

The SAFE HARBORS HMIS facilitates the analysis of information that is gathered from consumers throughout the service provision process to generate an unduplicated count and other aggregate (void of any identifying client level information) information that can be made available to policy makers, service providers, advocates, and consumer representatives.

Technical Support and Maintenance

The Software vendor, Adsystech, will provide and manage an HMIS system as proposed in Department of Community, Trade, and Economic Development (CTED) Contract Number S08-46108-601. Responsibilities include service, hosting, training and support capabilities for use by Sponsoring Partners and homeless service providers throughout King County.

The software vendor, Adsystech, warrants the following:

- Software shall be in good operating condition and all software that is defective or not performing in accordance with the Specifications will be repaired, at Adsystech's sole expense.
- Software updates including improvements, extensions, maintenance, error corrections, or other changes that are logical extensions of the original Software will be supplied at no additional charge, including interface modules that are developed by Adsystech for interfacing the Software to other standard software products.
- Technical Support and Consulting Services include but are not limited to: Overall Project Management, Diagnosis and resolution of user software conflicts, on-site system administrator training, creating or configuring new users, applications and views, updating application server configuration, upgrades, moves, changes and adds, creating customized reports and data export.

Appendix I

- Confidential Information will be held in strictest confidence and not released or otherwise made known to any other party without the Sponsoring Partner's express written consent or as provided by law. Physical, electronic, and managerial safeguards will be implemented to prevent unauthorized access to Confidential Information.

Timeframe and Cost to Begin Using the Safe Harbors HMIS database

If approved to use this web-based software option, start-up time and activities shall include the following:

- Gathering contract and program details, increasing outcome collection for up to two years
- System administration set-up including contract, program, and user permissions
- Testing
- Training
- System Installation

All of the above functions shall be performed by the HSD Safe Harbors system administrators at no additional cost to the program or HSD contract monitors.

2013 - 2014 Seattle City Council Statement of Legislative Intent

Approved

Version			
95			

Budget Action Title: Prevention and Diversion Programs for Young Adults

Budget Committee:

Staff Analyst:

Budget Committee Vote:

Date	Result									
11/19/2012	-									

Statement of Legislative Intent:

The Council requests the Human Services Department provide a report concerning the violence prevention and diversion programs for young adults currently funded by the Department. The Executive is requested to provide the following:

- A review of existing HSD-funded violence prevention and diversion programs for young adults, including description of specific program outcomes (such as placement in and retention of housing, completion of chemical dependency treatment, etc.) and whether individuals participating in such programs have successfully achieved these program outcomes from 2009 - 2013; and
- Information regarding comparable programs, operated in other jurisdictions which have been formally evaluated and proven to be successful in achieving specific program outcomes related to diverting young adults from violence and/or initial or repeated involvement in the criminal justice system.

The Executive is requested to provide this report to the Housing, Human Services, Health and Culture Committee by March 29, 2013.

Responsible Council Committee(s): Housing, Human Services, Health, & Culture

Date Due to Council: March 29, 2013

2013 - 2014 Seattle City Council Statement of Legislative Intent

Approved

Tab	Action	Option	Version
95	3	A	1

Budget Action Title: Report on Violence Prevention and Diversion Programs for Young Adults

Councilmembers: Budget Committee

Staff Analyst: Traci Ratzliff

Budget Committee Vote:

Date	Result	SB	BH	TR	RC	TB	NL	JG	SC	MO
11/19/2012	Pass 9-	Y	Y	Y	Y	Y	Y	Y	Y	Y

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