

January 12, 2021

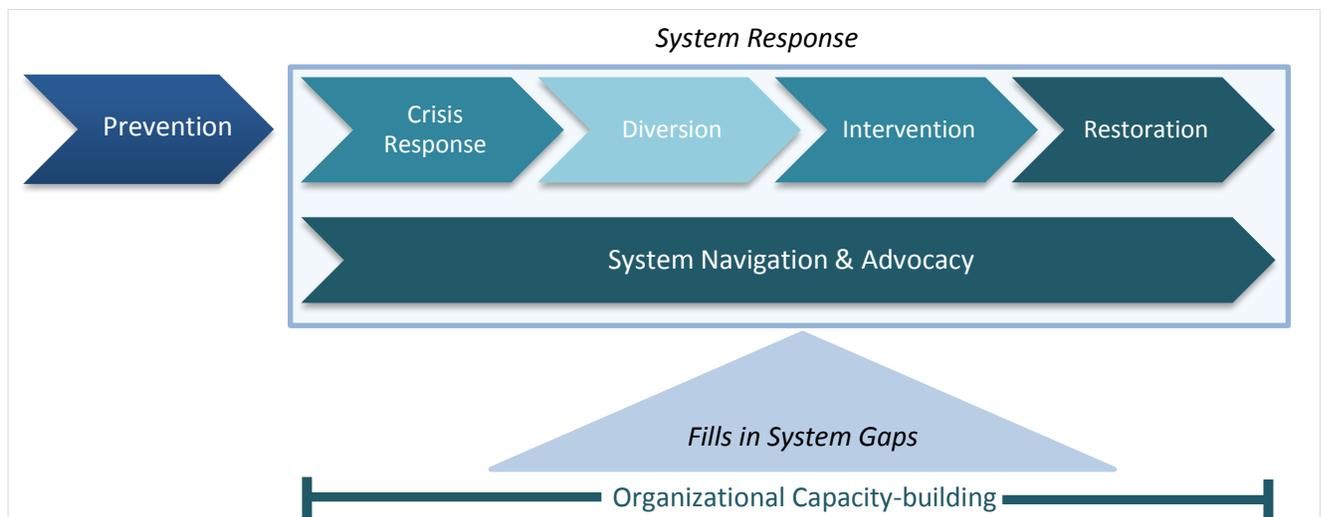
To: CM Lisa Herbold, Chair, Public Safety & Human Services Committee
From: Helen Howell, Interim Director, Human Services Department (HSD)
Subject: Community Safety Capacity Investment Process

The Council-approved 2021 budget included [\\$10 million](#) and [\\$2 million](#) for scaling up community-led organizations. This memo outlines the \$12 million Community Safety Capacity Investment process.

I. Community Engagement

HSD will run a competitive funding process beginning with community engagement. HSD will ask the community where organizations see themselves along the Safety Continuum (see Diagram 1 below), how they would contribute toward community-led public safety services and solutions, whether their response would replace a police function or be provided as a co-response with SPD, and if services would be in response to violent or non-violent crime.

Diagram 1: Community Safety Continuum



HSD will also include one-on-one and small group conversations with key community, government, and academic experts such as the Equitable Development Task Force, Public Health, Cities United, etc.

HSD will use the community engagement process to collect information that – along with the Intercept Model – will inform the design of the competitive funding

process. HSD will submit a progress report and preliminary landscape analysis to the Mayor’s Office in February 2021. This report will include:

1. An inventory of community responses along the Safety Continuum.
2. Potential community-led strategies. See Table 1 for examples of existing programs.
3. Specific alternatives to police functions.

Table 1: Examples of Programs in the Community Safety Continuum

	Gun violence	Gender-based violence	Non-violent crime
Prevention	Harborview Gun Violence Prevention program	Youth DVSA Prevention Program	Seattle Neighborhood Group Environmental Design
Crisis Response	SCSI Community hub model	GBV Hotline	DESC Mental Health Professional co-response program
Diversion/ Intervention	Choose 180	GBV Therapeutic Services	Co-LEAD
Restoration	Career Bridge	Batterers’ Treatment	Rerooting/Reentry program cohorts (HSD and OCR providers)

II. Competitive Funding Process

HSD, in collaboration with the Community Safety Workgroup, will fund safety providers through an open, competitive process. For the purposes of this investment, capacity-building includes scaling up existing organizations as well as seeding new organizations and strategies. Funding will build existing program capacity by expanding services within the Seattle Safety Network to reach more neighborhoods and people.

Capacity-building support can be used to increase infrastructure (e.g. staffing, space, financial management systems, training, etc.). Organizations will be invited to submit proposals in March 2021 through a competitive process and focus on the full continuum of responses. Proposals will be reviewed by a panel of community members that will make funding recommendations to HSD’s Department Director.

III. Metrics Development

Within the first month of award notification, each awarded organization or group will meet with an HSD contract specialist to finalize performance measures

(program level) and develop work plans. Examples of contract performance measures for capacity-building include:

- # of participants and client-to-staff ratio
- % increase in services (or number of additional people served)
- % increase in capacity as demonstrated by improvement of management oversight and development of governance and/or procedural documentation

From July 2021 – December 2021, the HSD data team will lead longer term, macro-level indicators conversations with this cohort. While this will be a community-led process, HSD is placing high priority on skillful facilitation and evaluative expertise to get to community-informed metrics. To that end, HSD’s team is prioritizing conversations with: Public Health Seattle and King County Seattle University Public Safety Survey Lead Researchers, University of Washington School of Public Health, University of Washington Institute for Health Metrics and Evaluation, University of Washington Latino Center for Health, and Seattle Indian Health Board.

These conversations will help inform a high-level evaluative framework and selection of a small team of lead researchers. **With the overall result of safe communities and neighborhoods**, we anticipate some of the following Community Indicators (Macro-level metrics):

- Decreased gun violence among young adults in Seattle
- Decreased reports and calls of violent crimes to the Seattle Police Department
- Decreased 9-1-1 calls
- Decreased non-violent crimes
- Decreased interactions with the police
- Decreased recidivism (as defined by the community)
- Increased participation in resiliency strategies such as mentorship, cultural activities, community organizing, etc.
- Increased feelings of connectedness, health, and hope as reported by the Healthy Youth Survey and other measures
- Increased perceptions of safety

IV. Continued Investment in 2022

The metrics development and community-building efforts outlined above will lay the foundation for long-term investment in community-led solutions to safety. Tracking contract performance measures by quarter, HSD should be able to

identify organizations that are successfully scaling up to contribute to macro-level metric and are ready to take on sustained investment. Ideally, the City will be able to discern the start of trends and positive outcomes toward community solutions and ownership in public safety.

V. Timeline

The target contract start date is July 1, 2021.



*Slight adjustments may be made

VI. Budget

Item	Dates/Duration	Estimated Cost
Awards include start-up costs	July 1 - December 31	Up to \$10.4M
Administrative Costs (<15%)		Up to \$1.6M
Total		\$12M

- CC: Tiffany Washington, Deputy Mayor
 Audrey Buehring, Deputy Director, HSD
 Julie Kline, Senior Policy Advisor, Mayor’s Office (MO)
 Bryan Hockaday, Policy Advisor, MO
 Kara Main-Hester, Fiscal and Policy Analyst, CBO
 Arushi Kumar, Fiscal and Policy Analyst, CBO
 Tanya Kim, YFE Division Director, HSD