

Clerk File No. 311484

The City of Seattle – Legislative Department

Clerk File sponsored by: _____ *BJ*

Clerk File No. 311484

City Budget Office's, Human Services',
Neighborhoods', Police Department's
Response to 2011 - 2012 Statement of
Legislative Intent (SLI) No. 55-1-A-1: Crime
Prevention Review.

Committee Action:

Date	Recommendation	Vote

This file is complete and ready for presentation to Full Council. _____

Full Council Action:

Date	Decision	Vote

Related Legislation File: _____

Date Introduced and Referred:	To: (committee):
Date Re-referred:	To: (committee):
Date Re-referred:	To: (committee):
Date of Final Action:	Disposition: <i>Filed</i>

April 18, 2011
Date Filed with City Clerk

Janet Polata
By



City of Seattle
 Seattle City Council

MEMORANDUM

Date: March 15, 2011

To: Monica Martinez Simmons, City Clerk

HARD COPY: City Hall, Third Floor, Main Reception

ELECTRONIC COPY: clerkfiling@seattle.gov

From: Peter Harris, Council Central Staff

Re: Request to Create Clerk File – Response to 2011- 2012 Council Statement of Legislative Intent

FILED
 CITY OF SEATTLE
 11 APR 19 PM 2:11
 CITY CLERK

Title of Clerk File: City Budget Office's, Human Services', Neighborhoods', Police's Response to 2011 – 2012 Statement of Legislative Intent (SLI) No. 55-1-A-1: Crime Prevention Review

Please cross-reference: Resolution No. 31269 (2011-2012 SLI Adoption Resolution)
 Ordinance No. 123442 (2011-2012 Budget Adoption Ordinance)
 Clerk File No. 311072
 (City Council Changes to the 2011-2012 Proposed Budget and the 2011-2016 Proposed Capital Improvement Program)

Please create a Clerk File for the DPR response, and related documents/memoranda, to 2011-2012 Council SLI No. 55-1-A-1.

I am attaching hard and electronic copies of all materials related to this SLI.

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REVIEW OF THE CITY OF SEATTLE'S CRIME PREVENTION SERVICES

A Report to the Seattle City Council by the City Budget Office

In adopting the 2011 budget, City Council, prompted by issues raised in consideration of the budgets of the Human Services Department, the Department of Neighborhoods and the Police Department, adopted a Statement of Legislative Intent (SLI), calling for a review of the City's crime prevention efforts. This paper addresses the initial step in that review by assembling an inventory of "services that have crime prevention as either a primary purpose or a secondary or indirect purpose." The SLI's definition of what was to be included in the inventory was broadly written, allowing for a liberal interpretation of crime prevention that led to a list of 72 programs from 14 different departments and offices in this initial inventory.

The SLI also called for the review to identify the number of City employees and contracts that provide crime prevention services. Other information provided in the review are the programs' desired outcomes and the means used to achieve them, the crimes that the programs are intended to prevent, the demographic and geographic focus of the efforts, and available information about the programs' success in reducing and preventing crime.

The review is presented in three documents:

- This narrative report summarizes the findings of the review.
- A matrix (Attachment 1) lists each of the crime prevention programs and summarizes information about the following:
 - Full-time-equivalent (FTE) employees performing the services that are provided by City employees.
 - Amount of money contracted with community-based organizations for those services provided by community agencies.
 - Where it is identifiable, the crimes that are targeted by the program.
 - If any, the demographic group that is the focus of the program.
 - If any, the geographic area targeted by the program.
 - Community involvement in the program.
 - Performance measures used to determine the success of the programs in reducing crime.

The matrix is organized under four themes that bundle the programs by similar purposes.

- Attachment 2 has a more detailed description and responses to the questions posed in the SLI for each of the programs.

Categorizing Seattle's Crime Prevention Services

This analysis was challenged with the task of organizing 72 different programs that fit the SLI's broad definition of crime prevention. The approach taken in this report categorizes prevention programs by similar purpose, thus suggesting linkages that could be helpful in future analysis. The following four categories emerged:

- Housing and treatment services
- Recreation, learning and employment activities
- Problem-solving
- Security

However, the framework for understanding crime prevention efforts could be constructed in several different ways. For example, according to Lawrence Sherman, et. al., crime prevention has been defined by the U.S. Congress as “the reduction of risk factors for crime (such as gang membership) and increases in protective factors (such as completing high school)....” (Sherman, et. al., “Preventing Crime: What Works, What Doesn’t, What’s Promising”). In the same report to Congress, Sherman wrote that crime prevention programs could be categorized in terms of the following seven institutional settings in which they operate:

- Communities
- Families
- Schools
- Labor Markets
- Places (specific premises)
- Police
- Criminal Justice

Sherman’s framework may be a useful context for subsequent work on the crime prevention issue, but was not used in this report.

Housing and Treatment Services

There are 21 housing services and treatment interventions funded by the City that have the avoidance of future criminal behavior as a purpose. Most of these are contracts that the Human Services Department (HSD) and Public Health – Seattle and King County (PH-SKC) provide to private community-based organizations (CBOs). The City’s annual investment in those services is \$8.3 million.

Compared to many other programs in the inventory, treatment services are more focused on the following: people who are at-risk of committing certain crimes, e.g., domestic violence, prostitution and drugs; those who comprise a specific demographic group, e.g., young people, people of color, homeless, public inebriates, or people with a criminal history; or people who live in specified geographic areas of the city, i.e., the Central Area, Southeast Seattle and Southwest Seattle.

While the contracts for these services may be performance-based, what is measured is largely outputs and not outcomes. That is, CBOs are measuring the number of clients served and not the difference the program made on criminal behavior of the individuals or effects on crime in the geographic service area. That information is largely anecdotal and not scientifically based. More rigor is shown in the evaluation of the programs of the Seattle Youth Violence Prevention Initiative (SYVPI) (Case Management, Mentoring and Aggression Replacement Therapy), which have individual program output goals to meet, but also are a part of the overall Initiative, which does measure outcomes. PH-SKC’s Best Beginnings program and Multisystemic Treatment

Program are based on models that have proved to be effective in reducing risks that lead to criminal behavior.

There have been varying degrees of community involvement with these programs. The programs for prostituted youth include public members on a program advisory board. Some services, like two of HSD's crime prevention and re-entry programs (GOTS and CURB) engaged community members while they were being developed. Others, such as the Drug Market Initiative (DMI) and the SYVPI, engaged the community in the process of developing, implementing and following up on the progress of the Initiative.

Recreation, Learning and Employment

Another crime prevention strategy that can be used simultaneously with or in advance of treatment is to provide recreation, learning or employment activities. There are 19.77 FTE that provide these services primarily in DPR and SPD, and the City has contracts with CBOs totaling \$859,000.

All of the programs that use these approaches for preventing criminal behavior are directed at youth. Many focus on young people in the Central Area, Southeast Seattle, and Southwest Seattle, with more specific emphasis on South Park and High Point for two of the programs.

The measures of success used for these programs generally count participants. An exception is that the SYVPI programs measure individual program outputs but are part of the overall Initiative, which measures outcomes in terms of its stated goals. One example of an SYVPI program, SPD's School Emphasis Truancy and Suspension Reduction program, is held to the outcomes of the SYVPI, but evaluates the effectiveness of the School Emphasis Officers (SEOs) by measuring the truancies and suspensions at the schools where they are assigned. At the same time, they count the number of mediations they conduct, referrals for service they make, and the families they engage with home visits. An interesting approach to evaluation is taken by the Police Explorers Program, which tracks intermediate outcome goals by monitoring the participants' completion of individual projects and the overall program goal, which is to interest young people in law enforcement as a career, by tracking those who choose the career.

These services have a strong element of community involvement. Many of the programs, such as the community matching grant proposals and sustainment programs of the SYVPI are grassroots projects that are consistent with the goals of the overall City Initiative. Similarly, DPR's Power of Place services are provided by City employees and community agencies, but are determined by the youth who are being served. SPD's youth outreach programs were developed in collaboration with community members and CBOs. The SYVPI programs were part of a community-engaged process that developed the Initiative, assisted with its implementation and continues to be updated on the progress and allowed to provide feedback about the Initiative.

Problem-solving

There is a category of crime prevention programs for which the purpose is to solve problems that have been identified in the community. The methods used in these programs include community-building, information dissemination, eradication or prohibition of environmental conditions that are conducive to criminal behavior, and implementing law enforcement

strategies that address chronic crime problems. Because these programs are directed at specific crimes and geography, they lend themselves well to the approach of hot-spot policing, as advocated by Anthony Braga and David Weisburd in "Policing Problem Places: Crime Hot Spots and Effective Prevention" and summarized for application in Seattle in the City Auditor's recent report on "Addressing Crime and Disorder in Seattle "Hot Spots": What Works?".

This category bundles both the actions used to identify problems affecting communities that lead to criminal behavior and the means that are used by the City to resolve those problems. Programs in this category employ 78.65 FTE City employees and contract for \$2.4 million with CBOs.

The City employees include SPD's pro-active gang unit, community police team officers, crime prevention coordinators, and Crime Prevention Through Environmental Design (CPTED) staff; DON's neighborhood district coordinators; DPD's enforcement unit; and SPU, SDOT and DPR's graffiti abatement staff. They enforce City regulations against graffiti, abandoned buildings, overgrown vegetation and junk storage; work with young people and neighborhoods to prevent gang activity and a variety of crimes that are a concern to the city's neighborhoods; and build communities to improve their capacity to address crime problems.

Contracted services are provided by Seattle Neighborhood Group's Safe Communities, the SYVPI contracts for network coordination of the Initiative's activities in the three neighborhoods in which it operates, and the SYVPI street outreach team that works to engage the neighborhoods' young people in a positive direction. This category also includes the Office of Economic Development's (OED) contract programs that provide financial support to revitalize neighborhood business districts and Business Improvement Areas. Improved crime prevention results may be realized by strengthening the ties between what is learned in the problem-solving efforts of SPD, DON, DPD and the City's graffiti abatement teams, and the investments of OED.

Measures in this category generally report outputs, with one exception being the SYVPI networks, which are measured by their success in reducing certain crimes by youth and by lowering suspensions and expulsions in the schools where the Initiative operates. The Nightlife Initiative has an element of training club staff that is identified in the research as a promising means of reducing violence on the premises and reducing drunk driving. Studies have also indicated that priority-setting community meetings, such as those frequently attended by SPD's Crime Prevention Coordinators and Community Police Team officers, can reduce the perception of the severity of crime problems, whether or not the crime data supports the perception.

Community engagement is a key element of successful problem-solving. For example, the SYVPI held public meetings to receive input before the Initiative's programs were developed. Subsequently, community meetings engaged residents and stakeholders, including youth, on a regular basis in the three neighborhoods where the Initiative operates. The Nightlife Initiative also had an aggressive outreach component that was used to inform the Mayor's proposal. SDOT's pedestrian lighting program is an example of a program that was initially funded as a part of a neighborhood plan and continues to use the Department's public planning processes to identify priority projects for implementation. While one of the primary goals of DON's Neighborhood District Coordinators is to engage the public to work with City departments in helping to solve problems, the program's manager is the lead in implementing

interdepartmental projects that work with community members to address crime-related problems. Seattle Neighborhood Group, a community partner in crime prevention, works primarily through precinct-based crime prevention councils to engage community members in working with SPD on crime-related issues.

Security

The City secures its utility facilities, libraries, and parks by using City employees to perform the work. The downtown civic center security, including courtroom screeners, is provided under a contract with a private vendor. There are 34.15 FTE that provide direct services and manage the security contracts, which total \$1.7 million.

Community members have been engaged in the park ranger program, which was a proposal advanced by the Center City Task Force to address growing concerns over safety in center city parks. This program was evaluated in 2010. Data is tracked for the rangers' activities and for 9-1-1 calls to the ten largest parks patrolled by the rangers. The library system uses annual internal evaluations, soliciting employee feedback and studying injury reports, and periodic external evaluations to assess the program's effectiveness. SPU's water system security meets the criteria established by the State Department of Health and SCL complies with the federally mandated North American Electrical Reliability Corporation (NERC) Critical Infrastructure Protection Standards (CIPS). SPL's security unit tracks outputs, but FAS does not, although there is anecdotal information available about the successes of the FAS security program.

Features of the Crime Prevention Programs

The inventory of 72 programs is displayed in a matrix in Attachment 1 and described in greater detail in Attachment 2. This section of the analysis summarizes that information under the following headings that reflect information requested in the SLI:

- City FTE (Full-Time-Equivalents)
- Contracted services
- Crimes targeted
- Demographic targets
- Community involvement
- Performance measures

Employees Performing Crime Prevention Activities

137 City FTEs perform crime prevention activities. There are teams of employees who work proactively to prevent crime, such as the Seattle Police Department (SPD) crime prevention coordinators (7 FTE) and community police team officers (21 FTE); teams that work to provide security at City facilities and thus prevent crimes from being committed, such as the Department of Parks and Recreation (DPR) park rangers (6 FTE), Seattle City Light (SCL) security and emergency management staff (4 FTE), Seattle Public Utilities security staff (9 FTE), and The Seattle Public Library (SPL) safety and security staff (13.5 FTE); and two teams of DPR and SPD employees who conduct programs in community centers to provide a safe place for young people to participate in pro-social activities. The remaining City FTE work in smaller teams or manage contracts for which only part of their job is calculated in the crime prevention inventory.

Contracts with Private Vendors

The City contracts for \$13.25 million in services with crime prevention as a purpose. The greatest investment is in services that provide \$8.3 million in housing and treatment services for people who are living in situations that put them at greatest risk of committing or being a victim of a crime. The intention of these programs is to provide the support needed to avoid criminal activity. City departments also contract for employment and recreational opportunities totaling \$859,000 that allow for positive engagement of youth. Contracted programs that promote problem-solving activities (\$2.4 million) support community-building, information dissemination, operation of the networks and street outreach programs of the SYVPI, improvements that revitalize neighborhood business districts, and pick up illegally dumped materials by the State Department of Corrections, thus preventing the appearance of an area that could be conducive to criminal activity. And finally, \$1.7 million is spent on contracts for security services provided by a private vendor in the City's downtown office buildings.

Targeted Crimes

Most of the programs in the inventory do not target specific crimes, but those that do address the following criminal behavior:

- Domestic violence
- Prostitution
- Illegal drugs
- Arson
- Graffiti
- Illegal dumping

The programs that address these crimes are identified in Attachment 1 in the column headed "Targeted Crimes". Other than graffiti, the programs are in the Housing and Treatment Services category. The City funds advocacy and recovery services for young people in prostitution in order to support them getting out of the lifestyle, shelter services for victims of domestic violence to prevent them from further exploitation, treatment for indigent batterers to prevent future abusive behavior, and drug treatment and intervention to prevent the addicted from committing illegal acts in order to get their drugs. DPR, SDOT and SPU all have coordinated graffiti abatement programs, one of the purposes of which is to prevent the "broken-windows" appearance of an area that might be conducive to criminal activity. Whereas these departments use City employees for the work, SPL contracts to abate graffiti on their facilities.

Demographic Target

The demographic group on which the largest number of crime prevention programs is focused is youth. Not surprisingly, the categories with the most programs focused on a specific demographic are housing and treatment services and recreation, learning and employment services. The SYVPI specifically establishes eligibility between the ages of 12 and 17, while the prostituted youth residential recovery program limits eligibility to those between 14 and 17 years old. Several programs are run by agencies that focus on specific populations; for example, two of the three CBOs that offer services to indigent batterers focus on the Asian- Pacific Islander population, new immigrants and refugees, and African-Americans; CURB's eligibility is limited to people of color who are 18 to 30 years old; GOTS serves adults of color with criminal

histories, who are homeless, mentally ill and/or addicted to drugs or alcohol; and the Drug Market Initiative (DMI) serves non-violent low-level drug dealers.

Geographic Target

While most of the crime prevention programs are citywide in coverage, the activities that provide geographically focused treatment, recreation, learning, and employment often serve the Central Area, Southeast Seattle and Southwest Seattle. For example, those three areas are where the SYVPI is operating. Other programs, such as the DMI (23rd and Union, and Rainier and Pearl), GOTS (23rd and Union) and CURB (Rainier Valley) operate in the Central Area and Rainier Valley. South Park is the focus of an HSD initiative that funds several specific services for youth and their families; and is the emphasis, along with Southwest Seattle, of DPR's Student Teen Employment Program (STEP). DPR, in cooperation with the Seattle Housing Authority, also funds a summer program for young residents of the High Point neighborhood.

The City's seven Business Improvement Areas are eligible for a small amount of annual funding that is available to address problems that are known to be related to crime hotspots, such as litter and graffiti removal, and sidewalk cleaning. Neighborhood business districts are eligible for funding to help revitalization efforts, which often result in improved safety, a high priority for the districts.

Downtown parks are targeted for coverage by the DPR park rangers and the City's downtown civic center facilities are where much of the City's security program is focused.

Community Involvement

Most of the crime prevention programs involve the community in their development, implementation or feedback. While ten of the 72 programs, primarily those that provide security services to City facilities, did not involve the public, the other programs used community members in one or more of the following activities:

- Informing the community about the program and its services;
- Recruiting from the community to participate in the program;
- Responding to community members' input about where services are needed or how services are being performed;
- Including members of the community on advisory boards;
- Collaborating with the community to develop a program; and
- Engaging with the community to create a program, participate in its implementation, and keep the public in the feedback loop on the program's progress.

Most programs in the inventory involve the public to a greater extent than just keeping them informed. Several programs, such as DPR's lifeguard training program and the SYVPI's community matching grant program and sustainment program solicit participation (in the case of the lifeguard training) and grassroots, youth anti-violence projects (SYVPI), encouraging members of the public to participate in the programs or create programs of their own.

Many of the programs feature a community-involvement design that encourages input from members of the community about the need for service at a specific location. Many of these services are the problem-solving approaches to abate graffiti, enforce land use regulations,

address public safety concerns in the City's libraries, and collaborate in solving neighborhood crime problems. SPU's graffiti abatement program has a full-time position dedicated to outreach, education and volunteer coordination. Not only does this expand the resources available to help with the abatement, it promotes the crime prevention activities of building neighborhood cohesion and relying on each other to protect public order.

A handful of the programs involve members of the community through membership on a formal advisory board. Programs using this method are those supporting prostituted youth and HSD's South Park Initiative. The Library Board establishes Rules of Conduct which guide SPL's security services through a public process. PH-SKC adds another element of participation to the advisory board by including public members on the board that makes funding decisions for its youth outreach programs.

There are many crime prevention programs that were either initiated by the community or were developed by the City in collaboration with the community. Examples include GOTS; CURB; SPD's youth outreach programs; the Nightlife Initiative, which used multiple methods of collecting feedback from the community; and SDOT's pedestrian lighting program, which started as a City response to a neighborhood plan request and is now built into SDOT's capital planning outreach process.

The programs that most fully engage the community are those that work with the public from the planning stage through implementation; then periodically meet with stakeholders to report on the results and listen to feedback. Seattle programs that incorporate these actions are the overall SYVPI, the DMI, DPR's park rangers, and certain aspects of HSD's Safe Communities program.

Performance Measures

A vast majority of the programs in the inventory count outputs to measure success. By doing so, they describe or count the results of their activities, but they do not measure outcomes, meaning they do not provide evidence of what difference those activities make. There is a wide range in the thoroughness of the 72 programs' evaluations in the inventory, with some collecting more and better data using more scientific methods than others. However, it is the conclusion of this review that, with the exception of those few programs that model scientifically tested programs, none of the programs can validly claim to be responsible for reducing crime. Even for programs that collected pre- and post-intervention data, none compared the results with that of a control group to determine that the intervention was responsible for the change.

A couple small-scale programs that look at outcomes are the Seattle Fire Department's Fire Stoppers program, which tracks young people served by the program to determine whether behavior change resulted after their participation; and the Police Explorers program that follows up with participants to determine whether the goal of interesting them in law enforcement careers was accomplished.

Recognizing the difficulties in forming control groups to scientifically prove a causal link between programs and crime prevention, some programs have, nevertheless, performed a more rigorous

analysis of their outcomes. There are four examples of larger-scale programs that have looked at outcome measures:

- HSD's three Crime Prevention and Re-entry programs, Co-STARS, GOTS and CURB, for which formal evaluations have been performed. A 2009 assessment of the three programs by the University of Washington concluded that participants in the programs reduced their involvement in the criminal justice system in some fashion. But the programs did not uniformly demonstrate success as measured by reduced jail bookings and time spent in jail. The study also did not have a control group to compare with, and thus it was not possible to conclude that the successes were as a result of involvement in the programs. The most recent study was a Seattle Municipal Court analysis that determined that participants in Co-STARS had fewer criminal charges filed against them after their participation in the programs. But again there was no cohort group against which to compare the experience of similar people who did not receive services.
- Drug Market Initiative (DMI), which tracks criminal involvement of those who participate in the program to determine if the intervention made a difference by avoiding future arrests. The 2010 DMI in the Central Area engaged 16 candidates, nine of which have not re-offended. But again, no cohort group was followed to determine that the DMI services were responsible for the reduction in re-offenses.
- SYVPI, which measures outputs for the individual service programs but is accountable for making the neighborhoods and schools in which it operates safer. In other words, SYVPI's outcome measures describe whether it made a difference in the safety of the Initiative's schools and neighborhoods. While there is not a cohort of similar people who are not receiving the Initiative's services, the Initiative director is working with the Southern California Injury Prevention Research Center, a program of the UCLA School of Public Health, to develop a comparison group from programs that they are studying nationwide. It is early in the analysis even for the local data, but preliminary findings suggest that in two of the three Initiative neighborhoods there is a reduction in participants who are being referred for prosecution of selected crimes against persons. When compared to schools that are not in the Initiative, SYVPI schools are showing a reduction in selected disciplinary actions.
- DPR's park ranger program was evaluated in 2010, with a key measure being whether they made a difference in park safety. The evaluation compared police reports written in 2009 (post-implementation) with 2007 (pre-implementation) in ten downtown parks patrolled by the rangers. The data showed significant decreases in police reports being written in all parks, from a low of 14% fewer to a high of 90% fewer and an average of 71%. Nevertheless, the evaluation acknowledges that the improvements reflected in the police data cannot be proved to be attributable to the park ranger program, as those numbers could also have been affected by a comprehensive approach to activation of downtown parks that was initiated at the same time.

The full range of measures for programs in the inventory spans from some that have no goals being set for the program and thus nothing measured, anecdotal information about a program's success, output measurement, outcome measurement, and one program, SPD's If Project, that will have an evaluation performed in 2011.

Further Analysis

Because of the broad definition of crime prevention, the approach of this review was to be more inclusive rather than less and, therefore, identified a large number of programs funded by the City. One next step should be to determine whether to shorten the list of programs that will be studied in future phases. The policy-makers should also determine whether the organization by thematic purpose is a helpful way for them to think of the issue or if they would prefer to see a break-out by other categories; for example, two categories divided into reduction of risk factors and increases in protective factors for crime, or seven categories following Sherman's seven institutional settings.

The fact that this review was initiated during a budget process that closed a \$67 million gap suggests that questions of both efficiency and effectiveness are potential areas of further study. Efficiency issues that might be pursued are whether there is overlap among the responsibilities of the programs – either with City programs or with City and contracted programs. The programs' effectiveness might be studied further at this time when cutting budgets is forcing policy-makers to evaluate trade-offs among current City investments.

The SLI indicates that "a subsequent phase will review the effectiveness of the inventoried services and how they complement the proactive policing efforts called for by the Neighborhood Policing Plan." Council also intends to study the findings from the best available crime prevention and crime reduction strategies. In the end, the long-term goals of the review, as stated in the SLI, are to determine the following:

- The best way to implement strategies that improve safety,
- The most effective way to organize the efforts,
- The leadership of the efforts, and
- The desired outcomes and how the outcomes will be measured.

2011 - 2012 Statement of Legislative Intent

Approved

Tab	Action	Option	Version
55	1	A	1

Budget Action Title: Crime Prevention Review (City Budget Office, Human Services, Neighborhoods, Police)

Councilmembers: Bagshaw; Burgess; Clark

Staff Analyst: Peter Harris

Budget Committee Vote:

Date	Result	SB	BH	SC	TR	JG	NL	RC	TB	MO
11/10/2010	Pass 9-	Y	Y	Y	Y	Y	Y	Y	Y	Y

Statement of Legislative Intent:

In approving the budgets for the Human Services Department, Department of Neighborhoods and Police Department, it is the Council's intent to review the City's crime prevention efforts.

The Council's long term goal is to determine the best possible ways to implement crime prevention strategies that improve safety and the quality of life for citizens. How should these efforts be organized? Who should lead them? What are the specific outcomes we will seek? How will those outcomes be measured?

The first phase of this review, and the focus of this statement of legislative intent, will be an inventory of the City's current direct crime prevention services other than police. This includes services that have crime prevention as either a primary purpose or a secondary or indirect purpose. It does not include activities that may incidentally prevent crime. It also does not include the administration of law enforcement and criminal justice. That is, it does not include the work of civilians in the Police Department who provide organizational or mission support to policing, or the work of the Law Department's Criminal Division and Municipal Court in prosecuting and adjudicating misdemeanors.

The initial inventory will answer these questions:

What civilian positions in what departments, including but not limited to Human Services, Neighborhoods and Police, provide services that have crime prevention as a primary or secondary purpose?

What contracts executed by what departments provide services that have crime prevention as a primary or secondary purpose?

What are the crime prevention outcomes sought by these services? What kinds of crimes are they trying to prevent, in what locations and circumstances, by what means? Do they involve the community, and if so, how? What information exists about their success in reducing and preventing crime?

The Council requests the City Budget Office to conduct this inventory and provide it to the Public Safety & Education Committee by March 2011.

A subsequent phase will review the effectiveness of the inventoried services and how they complement the proactive policing efforts called for by the Neighborhood Policing Plan. The Council also intends to continue reviewing the best available crime prevention and crime reduction strategies in law enforcement and otherwise, and looks forward to working with the Executive in this.

Responsible Council Committee(s): Public Safety and Education

Date Due to Council: March 31, 2011

**Attachment 1
INVENTORY OF CITY OF SEATTLE CRIME PREVENTION PROGRAMS**

#	Dept	Crime Prevention Program	City FTE	Contract \$	Targeted crimes	Demographic Target	Geographic Target	Community Involvement	Performance Measures
Housing and Treatment Services									
1	HSD	Housing First	0.25	\$2,332,644				No formal process for community engagement, although 1811 program has responded to many community issues.	Outputs
2	HSD	Indigent Batterers' Treatment	0.05	\$148,650	Domestic violence	Two of three providers target Asian-PI, new refugees and immigrants, and African-Americans		Program improvements solicited from providers, DV advocates, probation and prosecution.	Outputs
3	HSD	Battered Women's Shelters	0.10	\$785,994	Domestic violence			None	Outputs
4	HSD	Prostituted Youth Residential Recovery - The Bridge	0.50	\$482,113	Prostitution	14-17 year olds		Community advisory board provides guidance, input and expert advice on implementation of the program.	Outputs
5	HSD	Prostituted Youth Advocacy		\$66,177	Prostitution	Youth			Outputs
6	HSD	Co-STARS (Crime Prevention and Re-entry)	0.50	\$400,000		Persons who are homeless, need treatment and have had 5+ SMC bookings in 12-month period.		Inform the community served about the program and its services.	Outputs
7	HSD	CURB (Crime Prevention and Re-entry)		\$247,200		People of color who are 18-30 years old	Rainier Valley	Inform the community served about the program and its services.	Outputs
8	HSD	GOTS (Crime Prevention and Re-entry)		\$317,200		Adults of color with criminal histories who are homeless, mentally ill, and/or addicted to drugs or alcohol	Central Area, specifically 23rd/Union	Inform the community served about the program and its services.	Outputs
9	HSD	Drug Market Initiative	0.10	\$26,000	Drug	Non-violent, low-level drug dealers	Central Area - 23rd/Union; Columbia City - Rainier/Pearl	Community engaged in establishing the projects and participating in the intervention and treatments.	Outcomes

**Attachment 1
INVENTORY OF CITY OF SEATTLE CRIME PREVENTION PROGRAMS**

#	Dept	Crime Prevention Program	City FTE	Contract \$	Targeted crimes	Demographic Target	Geographic Target	Community Involvement	Performance Measures
10	HSD	Case management (SYVPI)	1.75	\$700,000		12 - 17 year-olds	Central Area, Southeast Seattle, Southwest Seattle	Engagement from planning through implementation. Ongoing meetings with residents and stakeholders for feedback.	Outputs
11	HSD	Mentoring (SYVPI)		\$130,000		12 - 17 year-olds	Central Area, Southeast Seattle, Southwest Seattle	Engagement from planning through implementation. Ongoing meetings with residents and stakeholders for feedback.	Outputs
12	HSD	Aggression Replacement Training (SYVPI)		\$60,000		12 - 17 year-olds	Central Area, Southeast Seattle, Southwest Seattle	Engagement from planning through implementation. Ongoing meetings with residents and stakeholders for feedback.	Outputs
13	HSD	South Park Initiative (Case management and basic ilfe/social skills)		\$232,763				South Park Initiative Providers Meeting is a forum for stakeholders to provide feedback to enhance the programs.	Outputs
14	PH-SKC	Chemical Dependence Intervention	0.18	\$119,020				Community input used to update King County alcohol and substance abuse prevention and treatment plan every two years.	Outputs
15	PH-SKC	Emergency Services Patrol		\$542,116				Community input used to update King County alcohol and substance abuse prevention and treatment plan every two years. Frequent feedback from business community and neighbors. To improve grant process, focus groups formed with parents, clients, business, recovery and ecumenical communiites.	Outputs

Attachment 1

INVENTORY OF CITY OF SEATTLE CRIME PREVENTION PROGRAMS

#	Dept	Crime Prevention Program	City FTE	Contract \$	Targeted crimes	Demographic Target	Geographic Target	Community Involvement	Performance Measures
16	PH-SKC	Methadone Voucher Program		\$526,073	Drug			No formal process but as-needed meetings with community on issues involving neighborhood impacts on siting of services.	Outputs
17	PH-SKC	Multisystemic Treatment Program		\$86,100		Youth		Presentations given to community and educational groups. Faith-based groups partner in mentoring.	Outputs
18	PH-SKC	Nurse Family Partnership - Best Beginnings		\$539,816		Mothers under 24		Program works regularly with community groups such as rotary, school district, and nursing faculty and students.	Outputs
19	PH-SKC	Needle exchange		\$406,112	Drug			Does not solicit feedback but participates in Downtown Human Service Provider Forum.	Outputs
20	PH-SKC	Youth engagement		\$177,863		Youth	Catchment areas of West Seattle HS and Franklin HS	Program redesign included feedback from school district and PH-SKC. Funding decisions made by board with community members.	Outputs
21	SFD	Fire Stoppers - Youth firesetting intervention program	1.00		Arson	Youth		None	Outcomes
Recreation, Learning and Employment Activities									
22	DPR	Student Teen Employment Program (STEP)	1.70	\$11,000		Youth	South Park, Southeast Seattle	Collaborates with environmental organizations and community members in planning and restoring parks and open space. Conduct tours and give public presentations on specific projects.	Outputs
23	DPR	Lifeguard Training Team Program	0.33			Youth		Recruit participants through high school career centers and counselors.	Outputs

**Attachment 1
INVENTORY OF CITY OF SEATTLE CRIME PREVENTION PROGRAMS**

#	Dept	Crime Prevention Program	City FTE	Contract \$	Targeted crimes	Demographic Target	Geographic Target	Community Involvement	Performance Measures
24	DPR/SPD	Power of Place (SYVPI)	3.00			12 - 17 year-olds	Central Area, Southeast Seattle, Southwest Seattle	Youth-led programming that is developed from focus groups to determine what will engage participants. Increase program offerings through outreach to community councils and businesses.	Outputs
25	DPR/SPD	Teen Late-night Program	12.14			13 - 19 year-olds		Youth-led programming that is developed from focus groups to determine what will engage participants.	
26	DPR/SHA	Summer High Point Commons Program	0.61			Youth	High Point	Work with community members to develop programs specific to needs of High Point.	Anecdotal
27	HSD	Youth employment services (SYVPI)		\$549,520		12 - 17 year-olds	Central Area, Southeast Seattle, Southwest Seattle	Engagement from planning through implementation. Ongoing meetings with residents and stakeholders for feedback.	Outputs
28	HSD	Neighborhood Matching Fund Sustainment Program (SYVPI)		\$77,325		12 - 17 year-olds		Previously funded proposals from the community are provided money to sustain services.	Outputs
29	HSD	South Park Initiative (RecTech Teens, Boxing and ESL)		\$90,718			South Park	Input sought from community stakeholders through the South Park Initiative Providers Meeting.	Outputs
30	OFE	Community Matching Grants (SYVPI)		\$130,925		12 - 17 year-olds		Outreach to provide info and encourage proposals	Outputs

Attachment 1

INVENTORY OF CITY OF SEATTLE CRIME PREVENTION PROGRAMS

#	Dept	Crime Prevention Program	City FTE	Contract \$	Targeted crimes	Demographic Target	Geographic Target	Community Involvement	Performance Measures
31	SPD	Youth Outreach Program	2.00					Program development based on collaboration with community members and CBOs	Outputs Eval to be performed in 2011 Outcomes
32	SPD	Summer Youth Employment (SPD Youth Outreach)				Youth			
33	SPD	If Project (SPD Youth Outreach)				Youth			
34	SPD	Police Explorers (SPD Youth Outreach)				Youth			
35	SPD	Youth Police Academy (SPD Youth Outreach)				Youth			
36	SPD	Donut Dialogues / Role Reversals (SPD Youth Outreach)				Youth			
37	SPD	Gang Resistance Education and Training (SYVPI)				12 - 17 year-olds	Central Area, Southeast Seattle, Southwest Seattle	Program development based on collaboration with community members and CBOs	Outputs
38	SPD	School Emphasis Truancy and Suspension Reduction (SYVPI)				12 - 17 year-olds	Central Area, Southeast Seattle, Southwest Seattle	Program development based on collaboration with community members and CBOs	Outputs
Problem-Solving									
39	DON	Neighborhood District Coordinators	11.00					Work in neighborhoods to engage/connect residents to government. Work with community groups; e.g., crime prevention councils and precinct advisory councils; and individuals to solve issues with and across city departments.	Anecdotal

**Attachment 1
INVENTORY OF CITY OF SEATTLE CRIME PREVENTION PROGRAMS**

#	Dept	Crime Prevention Program	City FTE	Contract \$	Targeted crimes	Demographic Target	Geographic Target	Community Involvement	Performance Measures
40	DPD	Abandoned buildings enforcement	1.80					Periodically attend community meetings to report on problem sites and issues. Have responded to the need for translated public education materials.	Outputs
41	DPD	Vegetation overgrowth enforcement	1.00					Periodically attend community meetings to report on problem sites and issues. Have responded to the need for translated public education materials.	Outputs
42	DPD	Junk storage enforcement	2.00					Periodically attend community meetings to report on problem sites and issues. Have responded to the need for translated public education materials.	Outputs
43	DPR	Graffiti Abatement	2.00	\$2,500	Graffiti			Graffiti reporting system allows public to inform DPR of problems that need attention.	Outputs
44	HSD	Safe Communities		\$381,330			Citywide but some programs focused on Central Area, Southeast Seattle, Southwest Seattle	Connects with community crime prevention councils on methods to improve public safety. Shares and distributes information about public safety.	Outputs
45	OED	Only In Seattle Initiative	1.00	\$800,000				yes	Anecdotal
46	OED	Business Improvement Area (BIA) support program	0.30	\$35,000			Seven BIAs	yes	Anecdotal

Attachment 1

INVENTORY OF CITY OF SEATTLE CRIME PREVENTION PROGRAMS

#	Dept	Crime Prevention Program	City FTE	Contract \$	Targeted crimes	Demographic Target	Geographic Target	Community Involvement	Performance Measures
47	OED	Seattle Nightlife Initiative	1.25					Public feedback and input solicited for two months in 2010 from a widely disseminated online survey, precinct advisory councils, all the demographic advisory councils, as well as a number of community and neighborhood groups.	Anecdotal
48	OFE	Neighborhood Network Coordination/Intake & Referral (SYVPI)	1.00	\$513,910		12 - 17 year-olds	Central Area, Southeast Seattle, Southwest Seattle	Engagement from planning through implementation. Ongoing meetings with residents and stakeholders for feedback.	Outcomes
49	OFE/SPD	Street Outreach / Critical Incident Response (SYVPI)		\$301,721		12 - 17 year-olds	Central Area, Southeast Seattle, Southwest Seattle	Regular presentations to community	Outputs
50	SDOT	Graffiti abatement	2.00		Graffiti				Outputs
51	SDOT	Pedestrian lighting	1.00					Initiated as proposal of neighborhood planning process. Continues to use community input to identify projects. Included in SDOT capital planning outreach process.	Outputs
52	SPD	School Emphasis Officers (SYVPI)	6.00			12 - 17 year-olds	Central Area, Southeast Seattle, Southwest Seattle	Input sought from school administrators, families, and community members	Outputs
53	SPD	Crime Prevention Through Environmental Design (CPTED)	1.00					Input to the problems and feedback on solutions sought.	To be determined

**Attachment 1
INVENTORY OF CITY OF SEATTLE CRIME PREVENTION PROGRAMS**

#	Dept	Crime Prevention Program	City FTE	Contract \$	Targeted crimes	Demographic Target	Geographic Target	Community Involvement	Performance Measures
54	SPD	Proactive Gang Unit Program	7.00					None	None
55	SPD	Crime Prevention Coordinators	7.00					Input to the problems and feedback on solutions sought.	None
56	SPD	Community Police Team Officers	21.00					Input to the problems and feedback on solutions sought.	None
57	SPU	Hotline (Anti-graffiti program)	0.90		Graffiti			The Office of City Auditor (OCA) anti-graffiti performance audit (July 2010) included soliciting community feedback via interviews, focus session and online 2008 and 2009 anti-graffiti program evaluation processes incorporated community feedback by less formal and unsolicited means. Volunteer coordination organizes members of the community to participate in the clean-ups.	Outputs
58	SPU	Graffiti rangers (Anti-graffiti program)	6.00		Graffiti				Outputs
59	SPU	Code enforcement (Anti-graffiti program)	1.00		Graffiti				Outputs
60	SPU	Outreach/education and volunteer coordination (Anti-graffiti program)	1.00		Graffiti/ Community Court				Outputs
61	SPU	Business Improvement Area (BIA) grant program (Anti-graffiti program)		\$57,000	Graffiti/ Litter				Outputs
62	SPU	Hotline (Illegal dumping program)	0.30		Litter			Service delievery responds to customer f	Outputs
63	SPU	Inspection and clean-up (Illegal dumping program)	3.00	\$284,250					Outputs
Security									
64	DPR	Park rangers	6.00		Security		Downtown	Initiated through a public process about safety in downtown parks. Online surveys, public outreach meetings, district council meetings, neighborhood watch, and crime prevention council meetings provide forums for public to identify which parks need help.	2010 eval Outputs
65	FAS	Access Control and Video Management	0.95		Security			None	None

Attachment 1

INVENTORY OF CITY OF SEATTLE CRIME PREVENTION PROGRAMS

#	Dept	Crime Prevention Program	City FTE	Contract \$	Targeted crimes	Demographic Target	Geographic Target	Community Involvement	Performance Measures
66	FAS	CCTV Operations	0.10	\$550,000	Security			None	Anecdotal
67	FAS	General Security	0.50	\$687,000	Security			None	None
68	FAS	Courtroom Screeners	0.05	\$120,000	Security		Civic Center	None	Anecdotal
69	FAS	Involvement with Stakeholders	0.05		Security		Civic Center	None	Anecdotal
70	SCL	Security and Emergency Management	4.00		Security			None	Outputs
71	SPL	Safety and security services	13.50	\$108,553	Security			Public hearings to review and revise policies, annual internal evaluation and periodic external evaluation	Outputs
72	SPU	Security	9.00	\$225,000	Security			None	Outcomes
		TOTALS BY CATEGORY							
		Housing and treatment	4.43	\$8,325,841					
		Recreation, learning and employment	19.78	\$859,488					
		Problem-solving	78.55	\$2,375,711					
		Security	34.15	\$1,690,553					
		Total	136.91	\$13,251,593					

Attachment 2

CRIME PREVENTION REVIEW – DEPARTMENT RESPONSES

HOUSING AND TREATMENT PROGRAMS

1 - Housing First (HSD)

Program Description: The housing first approach provides a link between the emergency shelter/transitional housing systems that serve homeless individuals and the mainstream resources and services that can help them rebuild their lives in permanent housing. In addition to assisting homeless individuals in general back into housing, the approach can offer an individualized and structured plan of action for alienated, dysfunctional and troubled individuals, while providing a responsive and caring support system. The combination of housing services and home-based case management enables homeless individuals to break the cycle of homelessness. The methodology facilitates long-term stability and provides formerly homeless individuals who are considered at risk of another episode of homelessness with the support and skill building necessary to remain in permanent housing.

Number of City employees and job titles: 0.25 Sr. Grants & Contracts Specialist

Community-based services and dollar amount of contract/s: HSD contracts with community-based programs to provide permanent, intensively supported housing to high need individuals who have been homeless for lengthy and/or repeated incidences, and who struggle with numerous and complex obstacles which have left them with no other housing options. It provides case management services and 24/7 support. See below for list of 2011 contracts and fund sources.

Agency	Program	2011 Fund Source: McKinney	2011 Fund Source: GF	2011 Total
Archdiocesan Housing Authority	The Wintonia		\$161,000	\$161,000
Downtown Emergency Service Center	1811 Eastlake	\$586,377		\$586,377
Downtown Emergency Service Center	Canaday House	\$320,000	\$300,000	\$620,000
Downtown Emergency Service Center	Rainier Supportive Housing	\$462,500		\$462,500
Plymouth Housing Group	Begin at Home		\$257,000	\$257,000
Wellspring Family Services	Housing Services Intervention Program		\$51,750	\$51,750
Contracts still being finalized: Harborview Medical Center and Muslim Housing (part of 2010 Joint Notice of Funding Availability)			\$109,885	\$109,885
Sub Total HIBGA		\$1,368,877	\$879,635	\$2,248,512

Public Health	Health Care for the Homeless		\$84,132	\$84,132
TOTAL:		\$1,368,877	\$963,767	\$2,332,644

Intended Outcomes and Documented Achievements:

- 380 Individuals or families enter permanent housing during the current year and receive housing stabilization services.
 - 2010 Actual – 425

Community Involvement: These programs are primarily supports in housing investments. Community engagement is not at the forefront. The City has not gone to the community for feedback on the program. The DESC 1811 Eastlake program most likely receives the most community feedback but there is no formal presentation of progress.

2 - Indigent Batterers' Treatment Program (HSD)

Program description: Batterers' intervention programs are one element in a coordinated community response to domestic violence that prioritizes victim safety and batterer accountability. HSD contracts with three agencies to provide these programs: Asian Counseling and Referral Services, Wellspring Family Services and NAVOS Mental Health Solutions. Each agency runs a state certified batterers' treatment program. There are about 21 of these programs in King County; most courts, including Seattle Municipal Court probation, allow batterers to choose which program they would like to attend. HSD's contracts with the three agencies above provides free intake for those whose income is less than 30% of median according to the current HUD Income Guidelines. Participants can be male or female batterers who reside in Seattle. Agencies generally have sliding fee scales to accommodate those who cannot pay the full program costs.

Generally, those referred to intervention as a condition of their probation are required to attend and satisfy all program requirements for at least 12 consecutive months. Programs must require participants to attend:

- a minimum of 26 – 32 consecutive weekly same-gender group sessions, followed by
- monthly face-to-face sessions with a qualified batterers' intervention provider until the 12-month period is complete.

In order to successfully complete the program, a perpetrator must:

- Attend batterers' intervention program sessions for the minimum program period;
- Attend all other sessions required by the program;
- Cooperate with all group rules and program requirements throughout the duration of services;
- Stop the use of all violent acts or threats of violence;
- Stop using abusive and controlling behavior;
- Adhere to the participant's responsibility plan;
- Comply with court orders;
- Comply with other conditions of the contracts for services, such as chemical dependency treatment.

Program activities do not target specific neighborhoods but they do target different population groups: ACRS targets Asian and Pacific Islanders, new refugee and immigrant groups, and NAVOS specifically targets African Americans.

Number of City employees and job titles: No HSD employee performs batterers' intervention program services. 1 Grants and Contracts Specialist, Sr. monitors the three contracts which takes about 5% of her time.

Community-based services and dollar amount of contract/s:

AGENCY/PROJECT NAME	LENGTH OF CONTRACT	2010 INVESTMENTS	2011 INVESTMENTS
Asian Counseling and Referral Services	12 months 1/1/11 -12/31/11	\$ 54,050	\$ 54,050
Wellspring Family Services	12 months 1/1/11 -12/31/11	\$ 53,146	\$ 53,146
NAVOS Mental Health Solutions	12 months 1/1/11 -12/31/11	\$ 41,454	\$ 41,454
Total		\$148,650	\$148,650

Intended Outcomes and Documented Achievements:

Strategic Investment Plan Outcomes:

- Participants demonstrate their ability to interact in a non-abusive way.
- Participants complete the intervention program requirements.

Based on 2010 combined agency reporting information:

- 53 participants demonstrate their ability to interact in a non-abusive way.
- 43 participants complete the intervention program requirements.

Community Involvement: HSD has been facilitating a Batterers' Intervention Program (BIP) gold standard group meeting for several years, the purpose of which is to identify best practices for BIPS and for BIPs to implement these best practices. Over 20 BIP providers, community based DV advocates, probation officers and prosecutors regularly attend these monthly meetings.

3 - Domestic Violence Shelters and Housing Services (HSD)

Program description: *Enriched Housing:* The City of Seattle funds service-enriched, confidential housing programs for domestic violence victims within the city. In these programs, women and children receive

24-hour supportive services from professional advocates. During this short-term stay, they develop a safety plan, seek long-term housing and work on legal issues, increasing financial stability, and finding jobs.

Hotel Vouchers: In addition to service-enriched short-term housing, the City supports an emergency hotel voucher program. Each year, roughly 175 Seattle families fleeing abuse will access vouchers through several agencies that provide comprehensive services to those affected by domestic violence. A hotel stay may last as long as two weeks, and will give the family the opportunity to develop safety strategies and identify another safe place to go.

Transitional Housing: In order to support the women and their children who become homeless because of domestic violence, the City funds longer-term housing options, where residents may stay for as long as two years. This program ensures that families may have additional support while they search for permanent housing.

Number of City employees and job titles: 1 Grants and Contracts Specialist, Sr. monitors the 10 contracts which takes about 10% of her time (estimate).

Community-based services and dollar amount of contract/s:

Agency	Program	2011 Contract*
ABUSED DEAF WOMENS ADVOCACY SVS	DV Emergency Shelter Program	20,000
INTERNATIONAL DISTRICT HOUSING ALLIANCE (IDHA)	Transitional Housing Solace Program	75,000
IDHA	Bridges to Housing	36,000
KING COUNTY	Public Health Programs	5,000
NEW BEGINNINGS INC	New Beginnings Transitional Housing	80,462
NEW BEGINNINGS INC	DV Confidential Enriched Shelter	280,000
SALVATION ARMY A CALIFORNIA CORP	Bridges to Housing	36,532
SALVATION ARMY A CALIFORNIA CORP	Catherine Booth House-DV Confidential Shelter	130,000
SALVATION ARMY A CALIFORNIA CORP	Hickman House-DV Transitional Housing	45,000
YWCA OF SEATTLE-KING COUNTY - SNOHOMISH	Hotel/Motel Vouchers	78,000
Total		\$785,994

*Does not include extension of transitional housing grant and McKinney funds to be contracted in April

Intended Outcomes and Documented Achievements:

Strategic Investment Plan Outcomes:

- Adult survivors participate in domestic violence emergency shelter and transitional housing programs and receive assistance.
- Adult survivors who receive assistance report having increased strategies for safety.
- Adult survivors who receive assistance report having increased knowledge of resources.
- Participating households move from homelessness into permanent housing.

Based on 2010 combined agency reporting information:

- 409 adult survivors participated in domestic violence emergency shelter and transitional housing programs and received assistance.
- 350 adult survivors who received assistance reported having increased strategies for safety.
- 340 adult survivors who received assistance reported having increased knowledge of resources.
- 17 participating households moved from homelessness into permanent housing.

Community Involvement: N/A

4, 5 - Prostituted Youth Advocacy and Residential Recovery (HSD)

Program description:

Victims of commercial sexual exploitation are among the most vulnerable in our community. In June 2008, the Seattle Human Services Department released a report commissioned from Debra Boyer, Ph.D., which stated that we can name 238 prostituted children in King County in 2007. While 82 juveniles were arrested and referred to King County Juvenile Court for prostitution in 2007, many (mostly girls) who were arrested for other criminal activities were found to have also engaged in prostitution. It is estimated that there are 300-500 children in King County who are victims of commercial sexual exploitation. These children have been victims over time and most have had a lifetime of exposure to emotional, physical, sexual abuse, and parental neglect. These youth are psychologically manipulated and physically coerced by pimps, who are often gang members. Once exploited, these children are often trapped in a cycle of violence, facing repeated beatings and degradation at the hands of pimps and johns.

HSD funds several programs to address this issue: a) The Prostituted Youth Victim Advocacy Project is supported by an ARRA grant from the Department of Justice, Office of Justice Programs and is intended to provide advocacy services for prostituted youth in Seattle/King County. b) The Residential Recovery Program for Prostituted Youth is funded with a mix of public and private funding and is intended to provide supportive services in a residential setting for prostituted youth in Seattle/King County. Both projects are housed at YouthCare, a local non-profit agency with a history of providing services to homeless and underserved youth.

The Prostituted Youth Victim Advocacy Project funds a one (1) FTE Youth Victim Advocate to provide advocacy and limited case management services to prostituted youth. The advocate provides information, referrals, legal advocacy, risk assessment, safety planning, harm reduction strategies,

education, emotional support, and guidance in navigating complex systems, and institutions. The Victim Advocate works in partnership with other YouthCare programs and Residential Recovery Program staff, as well as community partners.

The Residential Recovery Program for Prostituted Youth (now called The Bridge), is a specialized program which provides exploited youth a safe place to separate from the street and the prostitution subculture. Housed at YouthCare, the program has the capacity to annually serve an estimated 20 prostituted youth, 14 to 17 years of age, in a homelike setting, with around the clock staffing. Youth are eligible to live in this housing facility until their 18th birthday, where they may transition to YouthCare's "age out" program for those 18-21 years old. The program provides a highly structured environment with specialized prostitution recovery services including on-site mental health and chemical dependency counseling, discussions about the prostitution subculture, survivor support groups, health education, and counseling for traumatic stress and trauma recovery. Participants receive medical care, life skills training, support for GED or high school completion, help preparing for enrollment in post-secondary education, job readiness training, and employment placement and internships.

Program activities do not target specific neighborhoods. The Prostituted Youth Victim Advocacy Project and the Residential Recovery Program for Prostituted Youth serve youth in Seattle-King County.

Number of City employees and job titles: No HSD employee performs the program services described above. One Planning and Development Specialist II develops and monitors the contracts listed below and staffs several of the program's advisory committees for about 50% of her full time effort.

Community-based services and dollar amount of contract/s:

AGENCY/PROJECT NAME	LENGTH OF CONTRACT	INVESTMENT BY CONTRACT	2010 INVESTMENTS	2011 INVESTMENTS
YouthCare – Prostituted Youth Advocate	17 month contract: March 1, 2010 – July 31, 2011	\$105,587	\$39,409	\$66,177
YouthCare- Residential Recovery Program for Prostituted Youth	9 month contract: March 15 2010 – December 31, 2010	\$312,000	\$312,000	
YouthCare- Residential Recovery Program for prostituted Youth	12 month contract: January 1, 2011 – December 31, 2011	\$482,113		\$482,113
TOTAL		\$899,700	\$351,409	\$548,290

Intended Outcomes and Documented Achievements:

Strategic Investment Plan Outcomes:

- Prostituted youth receive advocacy services and/or residential recovery services. (Baseline)
- Participants report having increased strategies for safety or harm reduction.
- Participants report increased knowledge of available resources.
- Participants report increased ability to cope with the effects of violence/abuse.

Based on 2010 combined project reports (Prostituted Youth Advocate and Residential Recovery Program for Prostituted Youth):

- 56 prostituted youth received advocacy services and/or residential recovery services. (Baseline)
- 52 participants reported having increased strategies for safety or harm reduction.
- 52 participants report increased knowledge of available resources.
- 45 participants report increased ability to cope with the effects of violence/abuse.

Community Involvement: An Advisory Committee of local experts and stakeholders, staffed by the Human Services Department's Domestic Violence and Sexual Assault Prevention Division, provides guidance, input, and expert advice to YouthCare on the implementation of the Residential Recovery Program for Prostituted Youth.

The Advisory Committee provides support, advice and encouragement to YouthCare as it develops and implements the program, in accordance with the Advisory Committee Charter. The Committee acts in an advisory, not a decision-making capacity; all decisions are ultimately made by YouthCare leadership. The Advisory Committee members have experience and expertise in a variety of areas. Members consist of funders, law enforcement, social and health service providers, juvenile justice system, child welfare agency, youth service providers, prosecuting attorneys and public defenders.

6, 7, 8 - Crime Prevention & Re-Entry (HSD)

Program description:

In 2006, the City of Seattle initiated three pilot projects intended to improve public safety and break the cycle of people frequently involved in the criminal justice system by linking law enforcement and human services. The three projects are Court Specialized Treatment and Access to Recovery Services (Co-STARS), Communities Uniting Rainier Beach (CURB), and Get Off the Streets (GOTS). All three programs are neighborhood-based service intervention strategies that seek to divert individuals from street crime through client-driven service plans, case management, peer support groups, partnerships with law enforcement, and low-barrier access to needed services including housing and treatment. 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 substance abuse, live crime-free and become contributing community members.

Co-STARS serves Community Court, Day Reporting, and Neighborhood Corrections Initiative clients who are homeless, need treatment, and have had 5+ Seattle Municipal Court bookings within a 12-month period. Managed by Sound Mental Health (SMH), the Co-STARS program is staffed by clinicians who provide intensive case management and outpatient mental health and/or chemical dependency

treatment groups. Through another contract with HSD, Plymouth Housing Group has dedicated 20 set-aside permanent housing placements for Co-STARS clients.

CURB, a program of the People of Color Against AIDS Network (POCAAN), uses a peer outreach/coaching model to engage young adults of color, 18 – 30 years old, who do not normally seek services and reside or congregate in the Rainier Beach neighborhood or other hot spots in the Rainier Valley and are involved in drug, criminal, or gang-related activities. GOTS serves adults of color with criminal histories who are homeless, mentally ill, and/or addicted to drugs/alcohol and congregate in the area of 23rd Avenue and East Union Street and other community identified hot spots with high crime and drug activity in Seattle’s Central Area. Seattle Neighborhood Group (SNG) coordinates GOTS and subcontracts with for POCAAN case management services. Over 40% of the allocated funds for GOTS and CURB are budgeted to purchase housing, treatment, and other support services. In some cases, GOTS and CURB are able to negotiate reduced rates or scholarships for clients’ treatment, housing, and vocational training. All three programs are also effective at helping clients apply and secure public benefits such as food stamps, TANF, ADATSA, GAU, GAX, SSI, Medicaid, etc.

Clean Dreams, which preceded CURB, was initiated by community members. CURB also includes community participation on its advisory council and as mentors. GOTS reports back to the community and gets feedback from community members at the East Precinct Crime Prevention Coalition’s monthly meetings.

Number of City employees and job titles: 0.25 Senior Planning and Development Specialist, 0.25 Sr. Grants and Contract Specialist:

Community-based services and dollar amount of contract/s:

Agency	Program	2011 Funding
Sound Mental Health	Co-STARS	\$400,000
People of Color Against AIDS Network	CURB	\$247,200
Seattle Neighborhood Group	GOTS	\$317,200
TOTAL		\$964,400

Intended Outcomes and Documented Achievements:

In response to SLI 33-4-A-1, HSD contracted with University of Washington Professor Steve Herbert, PhD in 2010, to develop a framework for long-term evaluation of the programs’ effectiveness including performance metrics. Based on Dr. Herbert’s recommendations which were informed by research, the 2009 assessment, and previous client feedback combined with input from HSD leadership and chemical dependency treatment and mental health professionals, a set of standardized project outcomes were developed. The following standardized outcomes for 2011 represent a continuum of change and include both human service and crime prevention-related measures.

A. Stable Housing

- Number of individuals who enter transitional housing
- Number of individuals who retain transitional housing for 30, 60, 90 days*
- Number of individuals who enter permanent housing
- Number of individuals who retain permanent housing for 30, 60, 90 days*

B. Treatment

- Number of individuals with mental health and/or chemical dependency challenges who enter treatment
- Number of individuals who participate in treatment for 30, 60, 90 days*

C. Legal Income and Training/Education

- Number of individuals who obtain public benefits, enter training/education program, and/or secure employment
- Number of individuals who participate in training/education program or retain employment for 30, 60, 90 days*

D. Reduced Criminal Justice Involvement

- Number of individuals who comply with court or supervision requirements for 30, 60, 90 days*
- Number of individuals whose recidivism is reduced

*Retention/participation will be tracked in 30-day increments for individuals as long as they are active.

2010 Documented Achievements	SMH – Co-STARS	POCAAN – CURB	SNG – GOTS
Individuals enter/retain transitional housing	18	52	47
Individuals enter/retain permanent housing	21	18	13
Individuals enter treatment	50	45	48
Individuals comply with court or supervision requirements for at least 90 days	17	58	13

A pre/post recidivism analysis of Co-STARS conducted by the Seattle Municipal Court Research, Planning, and Evaluation Group in October 2010 found that 43 individuals enrolled in Co-STARS reduced their number of new charges by an average of 3.4 charges per participant and demonstrated a 42% overall reduction in average new charges since program entry.

Community Involvement: GOTS/CURB/Co-STARS inform the communities they serve on what the program is about and what services they provide to clients that meet eligibility.

9 - Drug Market Initiative (HSD)

Program description:

The Drug Market Initiative (DMI) is a community and law enforcement partnership designed to reduce or eliminate street-level drug dealing in residential neighborhoods; one neighborhood at a time. The strategy targets non-violent, low-level drug dealers and stages an intervention with families and community leaders who voice their intolerance for this criminal behavior and offer dealers a chance at chemical dependency and mental health treatment, job training, and housing support if they will stop dealing drugs. Offenders are given the option to straighten up or face lengthy prison sentences.

The initiative is based on an innovative approach developed in High Point, North Carolina. Following the successes in High Point, the U.S. Department of Justice (DOJ) provided training to nearly twenty jurisdictions nationwide to tailor the approach to individual markets. The City of Seattle received DOJ training in 2009. In a collaborative effort among the Seattle Police Department, Seattle prosecutors, the Seattle Neighborhood Group, social service providers including People of Color Against AIDS Alliance, family members, and community leaders, the first DMI project was implemented in Seattle's Central District in 2010. The DMI will be offered in Columbia City during 2011.

The community is informed about the DMI by both meetings and a survey. Family members and community leaders attend the candidate call-in and are involved in the maintenance phase of the DMI after the call-in by agreeing to report crime, participate in community clean-ups, and offer support to DMI candidates who are making positive lifestyle changes. SNG will also provide regular updates at the Columbia City Business Association.

Number of City employees and job titles: 0.1 Sr. Grants and Contract Specialist

Community-based services and dollar amount of contract/s:

Agency	Funding
Seattle Neighborhood Group	\$26,000

Intended Outcomes and Documented Achievements:

Intended Outcomes	Documented Achievements
<ul style="list-style-type: none"> ▪ Community strategy meetings result in verification by community participants of a reduction in drug activity. ▪ DMI call-in candidates receive case management and information and referral services to treatment, education, employment, and other social services. 	<p>East precinct community members reported a reduction in drug activity at 23rd and Union</p> <p>16 DMI candidates received information and referral services, 5 enrolled in case management, and 9 have not re-offended.</p>

Community Involvement: The Drug Market Initiative connects with the community through the various violence prevention council meetings to get feedback on how to improve and develop crime prevention programs.

10, 11, 12, 27, 28 - Seattle Youth Violence Prevention Initiative (HSD)

Program description: The Seattle Youth Violence Prevention Initiative (SYVPI) is a community-based, multi-agency strategy to address youth violence in Seattle that focuses on youth ages 12 – 17, who are at the highest risk of perpetuating or being victimized by violence. The Initiative is designed to:

- Assist youth with repeat offenses to re-enter society from state or county detention programs;
- Provide alternatives for youth who are detained or arrested for crimes, but released because they don't meet the admission criteria for county detention;
- Help middle-school truants and students at-risk of suspension stay in school and succeed; and
- Prevent victims of violence and associates from continuing the cycle of violence through retaliation.

The Initiative's efforts are coordinated through three neighborhood networks in central, southeast, and southwest Seattle where indicators of future violent behaviors, such as discipline rates in schools, are the highest. The SYVPI goals are to reduce juvenile violent crime referrals in the three neighborhood network areas and to reduce suspensions and expulsions due to violent incidents in the following schools: Madrona K-8 and Washington, Aki Kurose, Mercer, Denny, and Madison middle schools.

The Human Services Department contracts with community-based organizations for the following SYVPI services:

- Case Management
- Mentoring
- Aggression Replacement Training (ART)
- Youth Employment Services (This program is classified as “Recreation, Learning and Employment Activities” in this report; budget and outcome information for this program is repeated in that section of the report on pages 28-30.)
- Neighborhood Matching Fund (NMF) Sustainment Projects (This program is classified as “Recreation, Learning and Employment Activities” in this report; budget and outcome information for this program is repeated in that section of the report on pages 28-30.)

Youth employment services are also provided directly by HSD through the Seattle Youth Employment Program (SYEP).

Community members refer youth to the Initiative, serve as volunteer mentors, provide youth employment and training opportunities, and take part in SYVPI events.

Number of City employees and job titles: 1.0 FTE Sr. Grants and Contract Specialist, .50 FTE Human Services Coordinator, 0.25 FTE Supervisor of Planning, Development and Evaluation

Community-based services and dollar amount of contract/s for 2011:

Case Management	2011 Contract Amount
Atlantic Street Center	\$190,000
Center for Career Alternatives	\$189,000
Consejo Counseling & Referral Services	\$52,860
Powerful Voices	\$50,800
SafeFutures Youth Center	\$58,876
Southwest Youth & Family Services	\$158,464
Total Case Management	\$700,000
Mentoring	
Big Brothers Big Sisters of Puget Sound	\$75,000
Clergy Community Children Youth Coalition	\$55,000
Total Mentoring	\$130,000
Aggression Replacement Training	
Southwest Youth & Family Services	\$60,000
Total ART	\$60,000
Youth Employment Services	
King County Superior Court	\$78,000
Metrocenter YMCA	\$74,000
Powerful Voices	\$60,000
Seattle Public Schools	\$14,000
Seattle Youth Employment Program, City of Seattle	\$283,770

Southwest Youth & Family Services	\$18,000
Youth Venture	\$21,750
Total Youth Employment	\$549,520
Neighborhood Matching Fund Sustainment Projects	
TBD	\$77,325
Total Sustainment Projects	\$77,325
TOTAL SYVPI	\$1,516,845

Intended Outcomes and Documented Achievements:

2010 Intended Outcomes	2010 Documented Achievements
<p>Case management</p> <ul style="list-style-type: none"> ▪ 232 youth achieve one or more of the following service plan goals: reduced criminal involvement, improved school success, increased pro-social skills, increased employability skills, and/or completion of treatment. 	<p>215* youth achieved one or more of the following service plan goals: reduced criminal involvement (50), improved school success (176), increased pro-social skills (91), increased employability skills (52), and/or completion of treatment (58).</p> <p>* Since most of the youth achieved more than one service plan goal, goal achievement numbers in parentheses total more than 215.</p>
<p>Mentoring</p> <ul style="list-style-type: none"> ▪ 100 youth are matched with a mentor. ▪ 75% of youth who are matched with a mentor remain in a mentoring relationship for at least three months. ▪ 50% of youth who are matched with a mentor remain in a mentoring relationship for at least 12 months. 	<p>93 youth were matched with a mentor.</p> <p>82% of youth who were matched with a mentor remained in a mentoring relationship for at least three months.</p> <p>57% of youth who were matched with a mentor in 2009 remained in a mentoring relationship for 12 months.</p>
<p>Aggression Replacement Training</p> <ul style="list-style-type: none"> ▪ 67 ART participants increase their pro-social skills. ▪ 67 ART participants increase their positive behaviors and moral reasoning. ▪ 86 ART participants learn alternatives to aggression. 	<p>26 ART participants completed ART, increased their pro-social skills, positive behaviors, and moral reasoning, and learned alternatives to aggression.</p>
<p>Youth Employment Services</p> <ul style="list-style-type: none"> ▪ 197 youth complete subsidized employment. ▪ 178 youth are punctual to internship and other activities at least 85% of the time. ▪ 177 youth receive positive performance evaluations re: work relationships and/or interpersonal behaviors. ▪ 177 youth were evaluated as demonstrating good or excellent job competency skills at the end of their internship or group project. 	<p>195 youth completed subsidized employment.</p> <p>190 youth were punctual to internship and other activities at least 85% of the time.</p> <p>186 youth received positive performance evaluations re: work relationships and/or interpersonal behaviors.</p> <p>159 youth were evaluated as demonstrating good or excellent job competency skills at the end of their internship or group project.</p>

<p>Neighborhood Matching Fund Sustainment Projects</p> <ul style="list-style-type: none"> ▪ Youth learn and incorporate behaviors and skills that foster violence-free interactions ▪ Unduplicated youth develop/strengthen basic life and social skills. ▪ Youth increase community involvement/attachment through service projects. 	<p>3 community based organizations will be chosen to develop community projects that will have a positive impact on the youth living in that specific neighborhood. The goal is to provide youth an opportunity to learn how to improve basic life skills through project based and work based projects. The outcome is to create sustainable programs that build capacity to work with and serve more youth.</p>
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Community Involvement: Each Network in the SYVPI engages the community within their geographical boundary. They share information about what is being offered in the SYVPI.

13 & 29 - South Park Initiative (HSD)

Program description:

Implemented in 2006 in response to escalating youth crime and violence, the South Park Initiative was created to provide comprehensive prevention, intervention, and recovery services for high-risk and at-risk South Park youth and when appropriate, their families. This collaborative effort includes the Associated Recreation Council - South Park Advisory Council, Consejo Counseling and Referral Service, and Sea Mar Community Health Center. These agencies partner and coordinate services with South Park community leaders, parents, youth, other community organizations, and neighborhood groups as well as the Seattle Public Schools, the Seattle Police Department, the Human Services Department, the Department of Parks and Recreation, the Department of Neighborhoods, and the King County Criminal Justice System.

South Park Initiative Services include the following:

- The Associated Recreation Council’s RecTech Teens program is designed to improve the academic achievement and developmental assets of South Park middle and high school students by providing computer-based academic support and technology training and increasing communication and coordination among teachers, neighborhood youth serving agencies, and parents. (This program is classified as “Recreation, Learning and Employment Activities” in this report; budget and outcome information for this program is repeated in that section of the report on pages 30 and 31.)
- Consejo provides high risk youth with prevention, intervention, and recovery services. Consejo staff also provide gang prevention education through community forums that are presented in Spanish with English interpretation.
- The Sea Mar Youth Boxing Club provides youth with a supervised, team-oriented physical activity that promotes positive behavior and provides an alternative to gangs, drugs, and alcohol. (This program is classified as “Recreation, Learning and Employment Activities” in this report; budget and outcome information for this program is repeated in that section of the report on pages 30 and 31.)
- Sea Mar Community Health Center coordinates South Park ESL classes with an emphasis on family literacy in partnership with South Seattle Community College. (This program is classified as “Recreation, Learning and Employment Activities” in this report; budget and outcome information for this program is repeated in that section of the report on pages 30 and 31.)

Number of City employees and job titles: 0.5 FTE Sr. Grants and Contract Specialist

Community-based services and dollar amount of contract/s:

Agency	Funding
Associated Recreation Council	\$49,842
Consejo Counseling and Referral Service	\$232,763
Sea Mar Community Health Center – Boxing	\$20,906
Sea Mar Community Health Center - ESL	\$19,970
TOTAL	\$323,481

Intended Outcomes and Documented Achievements:

Intended Outcomes	2010 Documented Achievements
Associated Recreation Council – RecTech Teens <ul style="list-style-type: none"> 45 youth develop technology skills. 	<ul style="list-style-type: none"> 129 youth developed technology skills.
Consejo <ul style="list-style-type: none"> 78 youth in case management achieve one or more of the following service plan goals: reduced criminal involvement, improved school success, increased pro-social skills, increased employability skills, and/or completion of treatment. 62 youth develop/strengthen basic life and social skills. 	<ul style="list-style-type: none"> 78 youth in case management achieved one or more of the following service plan goals: reduced criminal involvement, improved school success, increased pro-social skills, increased employability skills, and/or completion of treatment. 62 youth developed/strengthened basic life and social skills.
Sea Mar – Boxing <ul style="list-style-type: none"> 30 youth develop/strengthen basic life and social skills. 	<ul style="list-style-type: none"> 30 youth developed/strengthened basic life and social skills.
Sea Mar – ESL <ul style="list-style-type: none"> 15 English language learners acquire/improve their English language and literacy skills. 	<ul style="list-style-type: none"> 15 English language learners acquire/improve their English language and literacy skills.

Community Involvement: The South Park Initiative Providers’ Meeting is a forum where diverse community stakeholders have and can provide feedback that is used to enhance the programs in South Park.

14 - Chemical Dependency Intervention (PH-SKC)

Program Description: Case management services are provided to Seattle residents with acute chemical dependency issues who are served at the Dutch Shisler Service Center and Harborview Medical Center. Most are in behavioral crisis and have multiple social and medical problems, making it difficult to refer them to appropriate treatment facilities. Case management responsibilities include linkages and referrals into substance use disorder treatment, detoxification, respite housing, and high utilizer case management services.

Number of City employees and job titles: 0.5 FTE Grants and Contracts Spec. Sr. for all Public Health program contracts. Estimate 35% of the position is spent on this and the programs detailed in this section.

Community-based services and dollar amount of contract/s: King County Dept. of Community and Human Services - \$119,020

Intended Outcomes and Documented Achievements:

- 600 consultations are provided for services.
 - 2010 Actual--659
- 130 unduplicated high utilizers receive case management services.
 - 2010 Actual--147
- 40 unduplicated persons participate in Next Day Appointments services at Harborview Addictions Program.
 - 2010 Actual--47
- 100 unduplicated persons are admitted into detoxification services.
 - 2010 Actual--108

Community Involvement: Each biennium, the King County Alcohol and Substance Abuse Administrative Board, comprised of community members, initiates a treatment service planning process and prevention services need assessment. The process results in a document intended to advise the county on local prevention and substance abuse policy and guide expenditures on chemical dependency treatment and substance abuse prevention services. The program works to utilize citizen input and involvement whenever possible.

15 - Emergency Services Patrol (PH-SKC)

Program description: The ESP provides screening and transportation to publically inebriated residents in the downtown Seattle area to appropriate service agencies, like hospital emergency rooms, detoxification services, and the Dutch Shisler Service Center. ESP responds to 911 dispatch calls concerning public inebriates to free-up City emergency workers so they can respond to other crisis calls.

Number of City employees and job titles: *See description in Chemical Dependency Intervention*

Community-based services and dollar amount of contract/s: King Count Dept. of Community and Human Services, \$542,116

Intended Outcomes and Documented Achievements:

- 15,000 requests of assistance.
 - 2010 Actual--15,425
- 11,000 calls from City 911 Dispatch (a subset of requests for assistance).
 - 2010 Actual--10,331
- 14,500 individuals transported to appropriate services.
 - 2010 Actual--13,147

- 1,900 in-person responses in situations where police or fire department personnel are standing by. (*Once ESP arrives on the scene, police and fire personnel are freed up to attend other emergencies.*)

- 2010 Actual—2,112

Community Involvement: The program works with the local business community and neighbors on a frequent basis. These ongoing relationships date back to the development of the Sobering Center. Each biennium, the King County Alcohol and Substance Abuse Administrative Board, comprised of community members, initiates a treatment service planning process and prevention services need assessment. The process results in a document intended to advise the county on local prevention and substance abuse policy and guide expenditures on chemical dependency treatment and substance abuse prevention services. The substance abuse treatment program works to utilize citizen input and involvement whenever possible. As part of the process to develop competitive grant proposal, the Division initiated several focus groups involving parents, clients, business, recovery and the ecumenical community.

16 - Methadone Voucher Program (PH-SKC)

Program description: The Methadone Voucher program supports the cost of methadone treatment for opiate-dependent Seattle residents and opiate-dependent individuals who have been arrested for crimes committed within the city of Seattle. The program goals are to reduce criminal activity and criminal justice system impacts among opiate-dependent Seattle residents, to reduce street impacts of opiate users in Downtown Seattle, and to stop transmission and acquisition of HIV among Seattle area opiate injectors, their families and sexual partners.

Number of City employees and job titles: *See description in Chemical Dependency Intervention*

Community-based services and dollar amount of contract/s: Public Health—Seattle & King County
\$526,073

Intended Outcomes and Documented Achievements:

- 200 unduplicated opiate dependent clients will stabilize in Methadone treatment.
 - 2010 Actual--245
- 1,175 months of Methadone treatment will be provided to Seattle area opiate dependent clients.
 - 2010 Actual—1,191
- 65% of opiate dependent clients will be in treatment 12 months or longer.
 - 2010 Actual—59%

Community Involvement: The program does not include community involvement; however, the treatment agencies with which it subcontracts sometimes have meetings with community members and neighbors, usually about siting and neighborhood impact issues.

17 - Multisystemic Treatment Program (PH-SKC)

Program description: MST is an intensive family-based treatment program that focuses on factors in a youth's environment that are contributing to behavior problems that have led the youth to be referred by the criminal justice system. Specific interventions used in MST are based on empirically validated treatment approaches.

Number of City employees and job titles: *See description in Chemical Dependency Intervention*

Community-based services and dollar amount of contract/s: King County Dept. of Community and Human Services, \$86,100

Intended Outcomes and Documented Achievements:

- At least 40 youth and their families will be referred by King County Superior Court, Juvenile Court Services for MST services.
 - 2010 Actual—56
- At least 80% (32) youth and their families who are referred by the court will engage in MST services.
 - 2010 Actual--25
- At least 70% (23) youth and their families who are engaged, will complete MST and their treatment goals.
 - 2010 Actual—24
- At least 80% (18) of youth who complete MST and their treatment goals will be less at risk of re-offending as demonstrated by their score on the Washington State Risk/Needs Assessment.
 - 2010 Actual—14

Community Involvement: The program provides presentation of services to community groups and educational institutions like UW and SCCC. Faith-based groups are key partners to the mentoring component. The agencies that provide the services are governed by boards of directors comprised of community members. The program is evidence based and rigorous controls are in place so that the design cannot be changed.

18 - Nurse Family Partnership—Best Beginnings (PH-SKC)

Program description: NFP is an evidence-based intensive home visiting program for first-time low-income mothers and their infants. Services in Seattle are targeted to mothers under the age of 24, all of whom are considered high-risk due to young age and fewer available resources and supports. The program serves women from as early in pregnancy as possible until the child's second birthday. Outcomes observed in one or more of the randomized clinical trials of the model program designed by Dr. David Olds include 59% reduction in arrests at child age 15 and 72% fewer convictions of mothers at child age 15.

Number of City employees and job titles: *See description in Chemical Dependency Intervention*

Community-based services and dollar amount of contract/s: Public Health—Seattle & King County, \$539,816

Intended Outcomes and Documented Achievements:

- 2,500 Public Health nurse visits to enrolled high-risk, first-time pregnant or parenting teens will be made.
 - 2010 Actual—2,513
- 169 pregnant/parenting adolescents will receive services.
 - 2010 Actual--186
- 80 pregnant adolescents receiving services will access prenatal care.
 - 2010 Actual--85
- 118 participating adolescent mothers will progress in school (improved attendance, advance in grade level, complete GED, graduate) and/or in employment or training.
 - 2010 Actual--419
- 85% (68 participating adolescent mothers will have positive birth outcomes (birth weight, decreased prematurity [37+weeks])).
 - 2010 Actual--52 (Year end 89% positive birth outcomes)
- 143 participating adolescent mothers will delay a second pregnancy at least until their first baby is two years old.
 - 2010 Actual—30 out of 41

Community Involvement: The program works with community organizations such as rotary, school districts, nursing students and nursing faculty on a regular basis.

19 - Robert Clewis Center--Needle Exchange (PH-SKC)

Program description: The program provides new sterile syringes in exchange for used contaminated syringes and will assure that used injection equipment is disposed of safely. Ready access to syringe exchange helps maintain a low (2%-5%) prevalence of HIV among Seattle residents who inject drugs. Studies and reviews have shown that needle exchange programs provide opportunities to reduce illegal drug use and link injection drug users to important public health services such as TB, HIV and STD treatments.

Number of City employees and job titles: *See description in Chemical Dependency Intervention*

Community-based services and dollar amount of contract/s: Public Health—Seattle & King County, \$406,112

Intended Outcomes and Documented Achievements:

- 26,000 needle exchange encounters will occur.
 - 2010 Actual—25,565
- 1.6-1.8 million syringes will be exchanged.
 - 2010 Actual—1,821,244
- 2-5% prevalence of HIV infection among Seattle residents who inject drugs.
 - 2010 Actual—2.8%

Community Involvement: The program participates in the Downtown Human Service Provider Forums sponsored by the SPD, West Precinct. At these forums they provide info to the police and other human service providers, but usually don't solicit feedback.

20 - Youth Engagement (PH-SKC)

Program description: The Youth Engagement Program provides outreach and engagement services linking Seattle youth to treatment or other needed services. The program focuses on youth who are involved with drugs or alcohol, who are involved in risky behaviors, and/or who are involved or at risk for involvement in the juvenile justice system. Opportunities to address the needs of youth on their terms occur in their neighborhoods and schools; West Seattle and South Seattle, in the catchment areas of West Seattle and Franklin High Schools.

Number of City employees and job titles: *See description in Chemical Dependency Intervention*

Community-based services and dollar amount of contract/s: King Count Dept. of Community and Human Services \$177,863

Intended Outcomes and Documented Achievements:

- 400 youth will receive chemical dependency screenings or assessment referrals as a result of outreach to 1,200 youth.
 - 2010 Actual--354
- 280 youth will establish treatment, school and life skill goals and develop written plans (e.g., school, work, justice system obligations, and reduction in use of drugs/alcohol and risky behaviors) or a referral to treatment is made.
 - 2010 Actual—396
- 150 youth will be admitted to and begin chemical dependency treatment.
 - 2010 Actual—161
- 180 youth will demonstrate fulfillment of one or more of their goals in their improvement plans.
 - 2010 Actual—241

Community Involvement: The program included the schools and Seattle King County Public Health in the redesign of the program. The selection of agencies to receive funds included our King County Alcohol and Substance Abuse Administrative Board which is made up of community members. Input comes frequently from all levels of the school--from counselor to vice-principal at each school where services are provided.

21 - Fire Stoppers Youth Firesetting Intervention Program (SFD)

Program description: The Fire Stoppers program at Seattle Fire Department works to address the issue of youth set fires by offering assessment, education and treatment services. For over a decade the program has offered help and support to the children and families involved in a fire setting incident.

Number of City employees and job titles:

1. Program Manager (position title Education Manager), approximately 0.35 FTE
2. Interventionist (position title Public Education Specialist) approximately 0.35 FTE
3. Firefighter Interventionist (position Firefighter or Fire Officer): approximately 0.20 FTE
4. Administrative Specialist: approximately 0.1 FTE

Community-based services and dollar amount of contract/s: No contracts currently maintained. Referral is made to a variety of community-based services and agencies (mental health treatment, parenting classes, mentoring programs, etc) with some supporting financial resources for families unable to pay for services. However, no contracts for services are maintained or held in this program.

Intended Outcomes and Documented Achievements:

Intended outcome is cessation of fire setting behavior after completion of education and treatment program. Ten year program outcomes indicate youth completing Fire Stoppers program show a recidivism rate of 0-3 %, while national estimates indicate a potential recidivism rate of 80% in those youth not receiving intervention (USFA, 2006).

RECREATION, LEARNING AND EMPLOYMENT PROGRAMS

22 - STEP – Student Teen Employment Preparation (DPR)

Program description:

The STEP Program is a job readiness program designed to provide youth ages 14 -19 with education, job skills and career development training. Work focuses on addressing community needs. Team projects may include forest enhancement, trail construction, habitat restoration, organizing community building events and mixed media projects. The program combines on-the-job work experience, environmental education, safety education and career development training. Upon completion of the program, teens are eligible for a \$599 stipend. The program annually serves approximately 70 - 80 teens.

Specific outreach to geographic areas is done in conjunction with the South Park Action Agenda – Youth Development Action Item; and Southeast Seattle Action Agenda.

Number of City employees and job titles:

- 1 Recreation Specialist (1.0 FTE);
 - 1 Recreation Leader (0.5 FTE);
 - 8 temp Teen Leaders -summer seasonal (0.20 FTE);
 - 2 AmeriCorps members (Washington Service Corps) (1.8 FTE)*
- * These are contract positions and not City employees

Community-based services and dollar amount of contract/s:

1. Contract established with Washington Service Corps for AmeriCorps member services - \$11,000
2. Community based park project support has come from local neighborhood friends of volunteer groups. Limited funding has been used to pay for short term project technical assistance, such as, staff training and/or participant workshops. At this time, no specific project contracts have been established.

Intended Outcomes and Documented Achievements:

STEP Intended Outcomes are based on strengthening “Individual Developmental Assets”:

External Assets:

1. Support
 - Caring neighborhood – young person experiences caring neighbors
2. Empowerment
 - Community values youth – young person perceives that adults in the community value youth
 - Youth as resources – young people are given useful roles in the community
 - Service to others – young person serves in the community one hour or more per week
 - Safety – young person feels safe in the neighborhood
3. Boundaries and Expectations
 - Adult role models – adults model positive, responsible behavior
4. Constructive Use of Time

- Young person spends three or more hours per week in sports, clubs or organizations at school and/or in the community

Internal Assets:

1. Commitment to Learning
 - Young person is motivated to do well in school
2. Social Competencies
 - Cultural Competence – young person has knowledge of and comfort with people of different cultural/racial/ethnic backgrounds
 - Interpersonal Competence – young person has empathy, sensitivity and friendship skills
3. Positive Identity
 - Positive view of personal future – young person is optimistic about her or his personal future
 - Personal power – young person feels her or she has control over “things that happen to me”

Achievements: STEP participants are surveyed each year. The following achievements have been recorded in the surveys:

1. 97% of participants are proud of the work they did
2. 97% felt appreciated for the work they did
3. 91% overall enjoyed their experience in STEP
4. 89% enjoyed the work they did
5. 89% feel more confident in their skills and abilities
6. 89% feel that the STEP program helped them develop a better work ethic
7. 88% have a greater understanding and respect for people’s diverse backgrounds and abilities
8. 88% say the program has helped develop their leadership skills
9. 86% have a greater appreciation for the environment
10. 78% feel better prepared for their next job

Community Involvement:

The STEP program collaborates with local environmental organizations and community members in planning and implementing park and open space restoration projects. STEP program leaders work with community partners to identify the scope for restoration projects and how STEP youth participants can support their efforts. Youth participants work together, at the project site, with community organization representatives and community members on the restoration projects. Community partners we have worked with: Duwamish River Cleanup Coalition, Seattle Tilth, Seattle Youth Garden Works, Creatives for Community, Yesler Ground Up, Duwamish Longhouse and Cultural Center, Nature Consortium and Mara Farms.

In addition, in partnership with their project partners, STEP program staff and participants have hosted on-site tours of restoration projects they are working on and participated in project presentations at community meetings.

23 - Lifeguard Training Team program

Program description:

The Lifeguard Training Team is a free summer program designed to train Seattle's youth so that they have the necessary skills and certifications to enable them to pursue jobs as lifeguards. This program is offered at Mount Baker Beach in the south end of the city and West Green Lake Beach in the north end of the city. The training the participants receive includes American Red Cross certification in Lifeguard Training, First Aid, and CPR, and rescue techniques specific to beaches. The program runs for 8 weeks, 4 days a week, 4 hours a day and has a maximum enrollment of 48 youths. Each participant receives 128 hours of training. Throughout the summer, participants work individually, in small groups, and as a team to build skills and knowledge. Training, books, uniforms, and basic materials are provided at no charge to the participants. It is a great way for the youth to build self esteem, job skills, and long lasting friendships.

*The program for 2011 has expanded and received additional funding (for a total budget of \$20,470) based the Mayor's Youth and Families Initiative. Job readiness opportunities for youth are a component of the initiative. The information below regarding FTE and Community- based services and dollar amounts reflects the 2011 program.

Number of City employees and job titles:

2 temp Recreation Leaders* (.21 FTE)

2 temp Beach/Pool Mgr* (.12 FTE)

*these positions could also be filled with regular staff as an out of class assignment and or as a training opportunity.

Community-based services and dollar amount of contract/s:

There are no community-based services or contracts associated with this program.

Intended Outcomes and Documented Achievements:

The intended outcome of the program is to train up to 48 teenagers, ages 15 - 17, to give them the skills and certifications necessary to become lifeguards and improve their potential to gain employment. The statistics below are based on 2010 numbers since the 2011 program won't begin until June. The maximum program enrollment for 2010 was 24 participants.

Outcomes and Achievements (2010):

1. Enroll 24 youth in the program: Number enrolled - 24
2. Successfully obtain Lifeguard Training certification: Received certification - 24
3. Successfully obtain First Aid certification: Received certification - 24
4. Successfully obtain CPR certification: Received certification - 24
5. Successfully pass all elements of the program: Passed all program elements - 24

In 2009, 20 youth were enrolled in the program and of those 20, five gained employment as DPR lifeguards in 2010. Note that not all of the 20 youth were old enough (16 yrs old) to be hired in 2010. The participating youth could have gained employment as lifeguards outside of DPR but we have no way of tracking that information

Community Involvement: We have not involved the community in the developing or revising the program, but we do outreach at high schools at career centers and through career counselors in order to recruit participants.

24 - Power of Place (DPR/SPD)

Program description: Seattle Youth Violence Prevention Initiative (SYVPI) – POWER of PLACE™
The DPR YVPI component of the SYVPI program provides a safe haven for youth identified as placed at risk for violence by SYVPI indicators. The DPR YVPI programs contribute to the overall reduction of Seattle's high-risk environments by providing programs to youth enrolled in the initiative. Youth identify, implement and lead programs focused on civic engagement in the arts, education, culture and health for those youth involved in the DPR YVPI program. The Extended hours of DPR YVPI programs are offered at Rainier Community Center (Southeast Network), Southwest Community Center (Southwest Network), and Garfield Teen Life Center (Central Network).

Number of City employees and job titles:

3 Recreation Program Coordinator, Sr. (3.0 FTE)

Community-based services and dollar amount of contract/s:

Seattle DPR has a Memorandum of Agreement (MOA) with the Seattle Office of Education (OFE) for the DPR YVPI POWER of PLACE™ component of the SYVPI. The funding for the program is provided by OFE. The DPR/OFE MOA requires DPR to provide services to impact:

- A 50% reduction in court referrals for juvenile crimes against persons committed by youth residing in the Central, Southeast, and Southwest areas of the city.
- A 50% reduction in the number of middle school suspensions/expulsions due to violence-related incidents at Denny, Aki Kurose, Madison, Mercer, and Washington middle schools and Madrona and South Shore K-8s.

Total - \$394,476

Intended Outcomes and Documented Achievements:

The outcomes and achievements for the program are shown in the chart below. The chart reflects DPR accomplishments within the MOA with OFE. In 2010, Seattle Police Crime Statistics Unit indicates that no juvenile on juvenile homicides occurred for youth aged 13 thru 17 years. They attribute this reduction to the level of programming focused on youth placed at risk for violence provided in part by DPR POWER of PLACE™ Extended Hours Programs. DPR staff worked with 239 unduplicated youth who were enrolled in DPR YVPI program. The total youth participating in the Extended Hours Program, both

enrolled and non-enrolled, was 545 youth which exceeded the goal of 400. The POWER of PLACE™ investment areas managed by DPR are charged with achieving a set of targets that will contribute to these results. See below for those numbers:

Power of Place Outcomes and Achievements

Intended Outcome	Goal (includes all 3 sites)	Non-Enrolled (but participating in program)	Enrolled	Total	% Achievement (only those Enrolled)
Number of YVPI youth served in the Extended Hours Programs	400*	306	239	545	59%
Number of youth completing youth designed programs	300	306	239	545	79%
Number of youth increasing their attendance in multiple programming	180	78	104	182	57%
Number of youth that maintain program participation throughout the year	180	306	239	545	133%
Number of youth involved in academic, literacy and enrichment programs	360	249	182	431	51%
Number of youth who participate without trespass	260	306	221	527	85%

** The Network Street Outreach Workers and case Managers across three geographical networks were responsible for hitting the target of getting 400 qualified youth enrolled in the program as specified in the MOA.*

Community Involvement:

The POWER of PLACE™ Youth Violence Prevention program engages youth to collaborate with community based and grassroots organizations and is youth lead. Youth Participants assist Seattle Parks POWER OF PLACE (YVPI Team) in focus groups to identify and coordinate strategies for youth programs that can further engage and promote civic engagement amongst Seattle youth. This program model is also being adopted within Parks' Teen Life Centers and Late Night Programs.

Parks is also working collaboratively to engage our communities to gather feedback on program opportunities and activities for youth through our Strengthening the Families umbrella. Through outreach to Community Council meetings and local businesses, we are developing and cultivating partnerships that will increase or enhance our program offerings.

25 - Teen Late Night Program

Program description:

The Late Night program provides a safe place for teens ages 13 thru 19 to 'hang out' between the hours of 7 p.m. and midnight on Friday and Saturday nights. Each site offers a variety of programs and serves as a positive environment for teens to recreate, and engage in programs which promote social competencies and endorse positive values. The Late Night program is offered on Friday and Saturday nights at Bitter Lake Community Center, Garfield Teen Life Center, High Point Community Center, Meadowbrook Teen Life Center, Rainier Community Center, Southwest Community Center, and Rainier Beach High School (for 2011-12 during community center construction); on Friday nights only at High Point Community Center and South Park Community Center; on Saturday nights only at Delridge Community Center and ASA Mercer Middle School; and on Thursday nights during the summer for 10 weeks at Rainier Beach High School. Annually serves approximately 49,800 teens (this is not unduplicated numbers).

Number of City employees and job titles:

- 5 Recreation Specialist (4.5 FTE);
- 4 Recreation Leaders (3.0 FTE);
- 2 Recreation Attendants (1.0 FTE);
- 1 temp Recreation Specialist (.03 FTE)
- 45 temp Recreation Attendants (1.68 FTE)
- 10 temp Laborers (.80 FTE)

Community-based services and dollar amount of contract/s:

Limited funding has been used to pay for fitness programs for the Late Night program. In the past we have worked with the Austin Foundation; paying \$3,200 for 64 hours of fitness training. This year we are negotiating with Umoja Peace Center and the Austin Foundation to provide fitness components for the Late Night program.

Intended Outcomes and Documented Achievements:

Late Night Intended Outcomes are crime reduction in neighborhoods, engaging youth in positive activities and providing a positive environment for youth to hang out.

External Assets:

1. Support
 - Caring relationships – young person experiences caring relationships with adults
2. Empowerment

- Voice of Choice – young people are encouraged decision-making in the programs offered
 - Safety – young person has a safe place to socialize and interact with friends
3. Boundaries and Expectations
- Adult role models – adults model positive, responsible behavior

Internal Assets:

1. Commitment to Learning
 - Young person is motivated to learn new skills through fun activities
2. Social Competencies
 - Cultural Competence – young person has knowledge of and comfort with people of different cultural/racial/ethnic backgrounds
 - Interpersonal Competence – young person has empathy, sensitivity and friendship skills
3. Positive Identity
 - Positive view of personal future – young person is optimistic about her or his personal future

Achievements: Since Late Night is primarily a drop-in recreational and socializing opportunity for teens, we focused our gathering feedback on “voice of choice” outcome. Of the 75 Late Night participants who participated, most felt that the Late Night Program was a good alternative to spending the evening at home or hanging out on the street. Other findings:

- Participants generally said they liked having the freedom to choose what they wanted to do, and not to be forced to do a planned activity. However, they did want activities to do while hanging out.
- Most participants said they enjoyed organized activities that took them away from the center, such as going to a movie or other field trips.
- Youth who were involved with classes such as weight lifting and martial arts listed these organized activities as their favorite part of Late Night.

Community Involvement: Similar to the Youth Violence Prevention program, youth participants assist Seattle Parks POWER OF PLACE (YVPI Team) in focus groups to identify and coordinate strategies for youth programs that can further engage and promote civic engagement amongst Seattle youth. This program model is also being adopted within Parks’ Teen Life Centers.

26 - Summer High Point Commons Program (SHA/DPR)

Program description:

The partner program between DPR and SHA offered a 6 day a week program during the summer at High Point Commons Park. It was funded by SHA and aimed to provide activities for the youth (elementary school age and teens). The money contributed by SHA allowed DPR to hire additional temporary/intermittent recreation leaders for the summer to offer programs. There were programs and activities that the youth and teens were engaged in as opposed to ‘hanging out’. During the summer,

the High Point Community Center teen development leaders (TDL) also took youth on some of the field trips. The TDLs also participated in some of the activities to maintain the continuity for the youth and teens and maintain connections with them. The program was a beneficial extension of the Park programs DPR that engaged youth and teens in active, fun, sometimes educational, and engaging programs they wouldn't otherwise be able to afford. The Community Police at High Point reported that crime actually went down in the community during the past summer, and they credited this program for helping keep youth busy and out of trouble.

Number of City employees and job titles:

- 1 Recreation Coordinator (.04 FTE);
- 1 Recreation Asst. Coordinator (.11 FTE);
- 1 Recreation Leader (.10 FTE);
- 1 temp Recreation Leader (.10 FTE);
- 1 Recreation Coordinator (.04 FTE)*;
- 1 temp Rec Leader (.22 FTE)*

*Reimbursed by SHA funds. All other hours were contributed by DPR as part of the partnership.

Community-based services and dollar amount of contract/s:

The program was funded by a \$35,087 grant from the Seattle Housing Authority. An additional \$3,829 was contributed by Associated Recreation Council.

Intended Outcomes and Documented Achievements:

The Intended Outcome was to reduce crime in the neighborhood by keeping youth busy and out of trouble. The Community Police at High Point reported that crime actually went down in the community during the past summer, and they credited this program with keeping the youth busy and out of trouble.

Community Involvement: We worked with our community partners to develop programs that met the expressed needs of community members. We also engaged with Seattle Police Department to develop programs that would increase the safety of the neighborhood. One example of these programs was developing a soccer class with gang violence prevention program.

27, 28 - Seattle Youth Violence Prevention Initiative (HSD)

Program description: The Seattle Youth Violence Prevention Initiative (SYVPI) is a community-based, multi-agency strategy to address youth violence in Seattle that focuses on youth ages 12 – 17, who are at the highest risk of perpetuating or being victimized by violence. The Initiative is designed to:

- Assist youth with repeat offenses to re-enter society from state or county detention programs;
- Provide alternatives for youth who are detained or arrested for crimes, but released because they don't meet the admission criteria for county detention;
- Help middle-school truants and students at-risk of suspension stay in school and succeed; and
- Prevent victims of violence and associates from continuing the cycle of violence through retaliation.

The Initiative's efforts are coordinated through three neighborhood networks in central, southeast, and southwest Seattle where indicators of future violent behaviors, such as discipline rates in schools, are the highest. The SYVPI goals are to reduce juvenile violent crime referrals in the three neighborhood network areas and to reduce suspensions and expulsions due to violent incidents in the following schools: Madrona K-8 and Washington, Aki Kurose, Mercer, Denny, and Madison middle schools.

The Human Services Department contracts with community-based organizations for the following SYVPI services:

- Case Management
- Mentoring
- Aggression Replacement Training (ART)
- Youth Employment Services
- Neighborhood Matching Fund (NMF) Sustainment Projects

Youth employment services are also provided directly by HSD through the Seattle Youth Employment Program (SYEP).

Community members refer youth to the Initiative, serve as volunteer mentors, provide youth employment and training opportunities, and take part in SYVPI events.

Number of City employees and job titles: 1.0 FTE Sr. Grants and Contract Specialist, .50 FTE Human Services Coordinator, 0.25 FTE Supervisor of Planning, Development and Evaluation,

Community-based services and dollar amount of contract/s for 2011:

Youth Employment Services	
King County Superior Court	\$78,000
Metrocenter YMCA	\$74,000
Powerful Voices	\$60,000
Seattle Public Schools	\$14,000
Seattle Youth Employment Program, City of Seattle	\$283,770
Southwest Youth & Family Services	\$18,000
Youth Venture	\$21,750
Total Youth Employment	\$549,520
Neighborhood Matching Fund Sustainment Projects	
TBD	\$77,325
Total Sustainment Projects	\$77,325

Intended Outcomes and Documented Achievements:

2010 Intended Outcomes	2010 Documented Achievements
Youth Employment Services <ul style="list-style-type: none"> ▪ 197 youth complete subsidized employment. ▪ 178 youth are punctual to internship and other activities at least 85% of the time. ▪ 177 youth receive positive performance 	195 youth completed subsidized employment. 190 youth were punctual to internship and other activities at least 85% of the time. 186 youth received positive performance

2010 Intended Outcomes	2010 Documented Achievements
evaluations re: work relationships and/or interpersonal behaviors. <ul style="list-style-type: none"> ▪ 177 youth were evaluated as demonstrating good or excellent job competency skills at the end of their internship or group project. 	evaluations re: work relationships and/or interpersonal behaviors. <ul style="list-style-type: none"> 159 youth were evaluated as demonstrating good or excellent job competency skills at the end of their internship or group project.
Neighborhood Matching Fund Sustainment Projects <ul style="list-style-type: none"> ▪ Youth learn and incorporate behaviors and skills that foster violence-free interactions ▪ Unduplicated youth develop/strengthen basic life and social skills. ▪ Youth increase community involvement/attachment through service projects. 	3 community based organizations will be chosen to develop community projects that will have a positive impact on the youth living in that specific neighborhood. The goal is to provide youth an opportunity to learn how to improve basic life skills through project based and work based projects. The outcome is to create sustainable programs that build capacity to work with and serve more youth.

Community Involvement: Each Network in the SYVPI engages the community within their geographical boundary. They share information about what is being offered in the SYVPI.

29 - South Park Initiative (HSD)

Program description:

Implemented in 2006 in response to escalating youth crime and violence, the South Park Initiative was created to provide comprehensive prevention, intervention, and recovery services for high-risk and at-risk South Park youth and when appropriate, their families. This collaborative effort includes the Associated Recreation Council - South Park Advisory Council, Consejo Counseling and Referral Service, and Sea Mar Community Health Center. These agencies partner and coordinate services with South Park community leaders, parents, youth, other community organizations, and neighborhood groups as well as the Seattle Public Schools, the Seattle Police Department, the Human Services Department, the Department of Parks and Recreation, the Department of Neighborhoods, and the King County Criminal Justice System.

South Park Initiative Services include the following:

- The Associated Recreation Council's RecTech Teens program is designed to improve the academic achievement and developmental assets of South Park middle and high school students by providing computer-based academic support and technology training and increasing communication and coordination among teachers, neighborhood youth serving agencies, and parents.
- Consejo provides high risk youth with prevention, intervention, and recovery services. Consejo staff also provide gang prevention education through community forums that are presented in Spanish with English interpretation.
- The Sea Mar Youth Boxing Club provides youth with a supervised, team-oriented physical activity that promotes positive behavior and provides an alternative to gangs, drugs, and alcohol.
- Sea Mar Community Health Center coordinates South Park ESL classes with an emphasis on family literacy in partnership with South Seattle Community College.

Number of City employees and job titles: 0.5 FTE Sr. Grants and Contract Specialist

Community-based services and dollar amount of contract/s:

Agency	Funding
Associated Recreation Council	\$49,842
Sea Mar Community Health Center – Boxing	\$20,906
Sea Mar Community Health Center - ESL	\$19,970

Intended Outcomes and Documented Achievements:

Intended Outcomes	2010 Documented Achievements
Associated Recreation Council – RecTech Teens ▪ 45 youth develop technology skills.	▪ 129 youth developed technology skills.
Sea Mar – Boxing ▪ 30 youth develop/strengthen basic life and social skills.	▪ 30 youth developed/strengthened basic life and social skills.
Sea Mar – ESL ▪ 15 English language learners acquire/improve their English language and literacy skills.	▪ 15 English language learners acquire/improve their English language and literacy skills.

Community Involvement: The South Park Initiative Providers’ Meeting is a forum where diverse community stakeholders have and can provide feedback that is used to enhance the programs in South Park.

30 - SYVPI Community Matching Grants (OFE/DON)

Program description: As part of the Seattle Youth Violence Prevention Initiative, community projects are funded through Community Matching Grants. These projects are an opportunity for local community and grassroots groups to participate in and support the Initiative by developing and providing programs and activities for Initiative-enrolled youth. These projects supplement existing Initiative services and serve youth referred by one or more of the three SYVPI Neighborhood Networks. Available funding for each project is up to \$20,000. All projects are required to have a community match that equals at least one-half of the requested amount of SYVPI funding.

Number of City employees and job titles: (comes under SYVPI Director above)

Community-based services and dollar amount of contract/s:

OFE has one contract with Seattle Neighborhood Group which in turn manages the individual projects. This amount includes 7.5% administrative fee for fiscal sponsorship services and the amounts paid to the projects which include:

Title Project	Organization	Amount Awarded
Trackademics	Trackademics	18,000
Youth of Color Unity Project	Pacific Islander Education Task Force	18,870
Young Women's Group at WAPI Community Services	WAPI Community Services	11,417
Who's Next Youth Violence Awareness Campaign	The Urban Family Center	15,750
The Young Urban Authors Project	The Young Urban Authors Project	18,000
Making the Band	Making the Band	19,054
Youth In Action	International Capoeira Angola Foundation	20,000
Total Projects		121,091

Contract total, including administrative fee: \$130,925

Community Involvement

To help disseminate information about this new community grant program, SYVPI conducted outreach through email, website presence, announcements at community events, and distribution of printed materials. Additionally, for the both CMG rounds conducted to date, information sessions were held in the three focus neighborhoods followed by one-on-one technical assistance meetings with interested applicants. In the 2011 round, one information session was cancelled due to inclement weather and another session did not have any participants. Increased outreach for the one-on-one meetings was conducted to compensate for the lack of participation in information sessions. Additionally, information and technical assistance were also available and provided through telephone contact throughout.

Intended Outcomes and Documented Achievements:

The Street Outreach investment is expected to contribute to the overall outcomes of the Initiative as listed above. Additionally, the Community Matching Grant projects are expected to increase the number of Developmental Assets that participating youth have. These are based on the Search Institute's research –based 40 Developmental Assets that help young people grow up healthy, caring and responsible.

31-36 - Youth Outreach Program (SPD)

Program description: The Youth Outreach Program is dedicated to working with at-risk youth and children. Its focus is on using positive community activities to reach young people from diverse communities or cultures where there has been historic distrust of police. This multi-faceted Program has a number of components for which preventing youth from becoming involved in crime is an objective. These are briefly summarized below:

- **Summer Youth Employment Program:** With the Seattle Police Foundation Support, the Department has offered a five-week, 80-hour summer youth employment program for youth in the last three years. The program is part mentoring, part educational and part remunerative work. After a background check, two teens are placed in each precinct where they help set up summer events, go

on ride-along, visit the range, etc. If they complete the five-week program, they receive a stipend of \$599.00.

- **Intended Outcomes and Documented Achievements:** The numbers of youth that enroll and successfully complete the program are tracked. The department's personnel are maintaining contact to document continued interest in Law Enforcement as a career.
- **The "If Project":** The "If Project" is a program where the Seattle Police Department partners with incarcerated and formerly incarcerated inmates, to craft a program to reach youth. The Project utilizes videos, essays, writing curriculum, an interactive website and social networking tools for contacting its target audience. The goal is to get youth to engage with and learn from these inmates as well as the police and begin to reflect and ultimately ask for help rather than following in these inmates' footsteps. The Project also mentors and works with children of incarcerated women. We contact children of incarcerated parents that are involved in the Project while still serving their sentences. This begins the healing process, builds trust with law enforcement and furthers the Project's prevention initiatives.
 - **Intended Outcomes and Documented Achievements:** A child of an incarcerated parent is 7 times more likely to become incarcerated than one of his or hers peers. Outcomes for the "If Project" are at present largely anecdotal. Youth involved in the Project are revealing serious issues in their lives and asking for help, and the Project is providing them resources or referrals to adults that will follow up. The Project is intent on expanding conversation with both police and inmates about pertinent topics. It is expected that in 2011 the program will create an evaluation process to gather data that will concretely show a change in mutual perceptions.
- **Police Explorers Program:** Designed to bridge the gap between youth and police through education and by involving them in police operations, the Seattle Police Explorers is open to youth between the ages of 13 and 21, with the ultimate goal of interesting them in law enforcement as a career. The youth attend two meetings per month and one training opportunity. In addition the youth are required to participate in one community event per month. This aligns with the core values of the program, Character Development, Leadership Excellence and Good Citizenship. Their participation involves such tasks as doing security work at community events, directing traffic at events, fingerprinting small children or helping with crime prevention programs. The Explorers go through a training experience over a six-month prior and are expected to devote at least one year to the program beyond the training program.
 - **Intended Outcomes and Documented Achievements:** The program's capacity is 30 youth. There are currently 19 Explorers and 23 Guests active to the program; however, the interest recently has been at an all time high. The numbers of youth that enroll and successfully serve the specified length of time are tracked. The intermediate outcomes of character building, leadership development and good citizenship are tracked by completion of specific projects. The overall goal is to use this as a recruiting base for youth interested in law enforcement as a career. We are tracking these intended outcomes as well. Sixty youth participated in "Week without Violence" that involved officers and Police Explorers.
- **Youth Police Academy:** Modeled after the Community Police Academy for adults, the department has offered a Youth Police Academy. This ten-session program is designed to educate teens in the operations of the Seattle Police Department, while also giving the Department a chance to obtain valuable feedback from them. The long-term goal is to increase understanding between the

Department and teens through education and interaction. When youth academies are offered they specifically recruit minority youth for participation.

- **Intended Outcomes and Documented Achievements:** The last Youth Police Academy was held two summers ago with 16 youth, all but one of which was a minority. Three Youth Police Academy sessions are planned in 2011.
- **Donut Dialogues/ Role Reversals:** This is a partnership that was initiated by the Seattle Police Department and Peace for the Streets by Kids from the Streets (PSKS) to bring together police officers, business and community leaders and homeless street kids for an open and honest dialogue about preconceived notions of each other, to explain civility laws and to discuss ways to build relationships based on mutual trust and understanding. Over the last year the Department continues to replicate this project in many communities in Seattle. These dialogues have created a partnership with the Seattle Parks and Recreation on building a more formal structured program now known as the Youth Police Alliance.
 - **Intended Outcomes and Documented Achievements:** Several questions are posed to youth for tracking purposes. Here are some of the intended outcomes: The number of youth participating in the program, the number of youth that would like to follow-up with police officers in the future and the change of perception about police officers. These events draw between 20-30 youth on average. Building Bridges forums involving youth and police have drawn 70 to over 100 youth.

Number of City employees and job titles: Two SPD Patrol Officers staff the Youth Outreach Program.

Community Involvement: Involves collaborating with various communities, NGO and government entities on programs and needs to address youth issues. Feedback from all is essential for developing and expanding programs.

37, 38, 52 - Seattle Youth Violence Prevention Initiative (SYVPI) Program – SPD

Program description: The SYVPI is coordinated through three Neighborhood Networks in Central, Southeast, and Southwest Seattle, where indicators of future violent behaviors, such as discipline rates in schools, are the highest. These youth-focused, community-led Neighborhood Networks serve as hubs to coordinate and tailor services around each young person involved in the Program, including outreach, case management, mentoring, anger management, youth employment and training, and recreation. Middle school emphasis officers, emphasis patrols, and neighborhood matching fund projects that serve youth are also part of the Initiative. Additionally, Neighborhood Networks initiate, establish, and maintain a community response to bring additional services to the table in support of youth and their families. SPD has been on the planning committee from the inception of the SYVPI.

The SYVPI Program focuses in five areas: assisting youth with repeat offenses to re-enter society from state or county detention programs; providing alternatives for youth who are arrested for crimes but released because they do not meet the admission criteria for county detention; helping middle-school truants and students at risk of suspension stay in school and succeed; preventing victims of violence and their friends and relatives from continuing the cycle of violence through retaliation; and providing youth with safe late night activities.

The specific SYVPI Program components in which SPD participates are profiled below.

- **School Emphasis Officers:** This program is classified as “Problem-solving” in this report; the program and outcomes are described in that section on page 52.
- **Gang Resistance Education and Training (GREAT) (SYVPI):** The G.R.E.A.T. Program is a school-based, law enforcement officer-instructed classroom curriculum. With prevention as its primary objective, the program is intended as an immunization against delinquency, youth violence, and gang membership. G.R.E.A.T. lessons focus on providing life skills to students to help them avoid using delinquent behavior and violence to solve problems. The G.R.E.A.T. Program offers a continuum of components for students and their families.
 - **Intended outcomes and Documented Achievements:** We have graduated 103 youth from the GREAT Program in 2010. The overall number of kids enrolled in the program is also tracked and some follow-up beyond the program also occurs. G.R.E.A.T. sessions drew the following youth: 100 at Denny Middle, 30 at Southshore K-8, and 60 at City Programs.
 - **Community Involvement:** Officers work with school administrators, families, communities and other agencies to ensure youth receive needed services. Feedback is sought from all for continuing program development.
- **School Emphasis Truancy and Suspension Reduction (SYVPI):** This component focuses both on a reduction in truancy and suspensions. These efforts are measured by overall drop in truancy and suspension rates in the assigned schools as well as the overall reduction in violent crime in the school. The School Emphasis Officers provide a weekly synopsis on how they work to get a reduction in the listed areas. They measure the number of mediations that are conducted. The number of referrals to the SYVP Initiative, the number of services referred to outside the initiative, and home visits. The home visits are essential ensuring the family is a support network for the reduction.
 - **Intended Outcomes and Documented Achievements:** These efforts are measured by overall drop in truancy and suspension rates in the assigned schools. SEOs measure the number of mediations that are conducted, the number of referrals to the SYVP Initiative, the number of services referred to outside the initiative, and home visits. The home visits are essential to ensure the family can serve as a support network for the reduction. Being a school drop-out is highly correlated with involvement in the juvenile and adult justice systems.
 - **Community Involvement:** Officers work with school administrators, families, communities and other agencies to ensure youth receive needed services. Feedback is sought from all for continuing program development.

Number of City Employees and job titles: There are six (6) full-time Patrol Officers who function as School Emphasis Officers.

- **Street Outreach/Critical Incident Response:** The SYVPI Street Outreach program component is modeled after the Columbia Shaw Collaborative program in Washington DC. The YMCA Alive and Free Street Outreach Team manages the Street Outreach program. Street Outreach workers are required to complete a total of six phases of training and three specific trainings to be authorized to conduct street outreach. The modules of training include, Orientation, Ethics, Best Practices in Outreach, Interviewing, Conflict Resolution, De-escalation training, Legal Policy & Protocols, Resource and Personal Development . Under this model, the Gang Unit makes contact with the Street Outreach Team when there has been a serious incident. The Team then sets about working to reduce the chance of retaliatory actions.

- **Intended Outcomes and Documented Achievements:** The protocol has been implemented. The Department has successfully established contact with Street Outreach and other members of the community when a shooting with an injury has occurred. Since last July, there have been three incidents when the Street Outreach Team has been called into action. Overall responsibility for tracking outcomes and documenting achievements falls to the Director of SYVPI.
- **Community Involvement:** Officers work with school administrators, families, communities and other agencies to ensure youth receive needed services. Feedback is sought from all for continuing program development.

Number of City Employees and job titles: The model calls for the use of Street Outreach workers and involves limited Gang Unit time except to contact the Street Outreach Team. Liaison meetings with Outreach Team members occur monthly but the time involved is not significant.

- **Late Night/Extended Hours Program:** Late Night Program/Extended Hours is a program in conjunction with the Seattle Parks and Recreation Department. Police officers are assigned to work with the Parks staff providing a security roll, a safe haven, as well as interact with youth. This time allows the officers to reduce the fear of police/youth interaction by having officers participate in programming.
 - **Intended Outcomes and Documented Achievements:** Increased officer participation among youth. Officers have taught Martial arts, First Aid CPR and art classes to youth. They continue to work with Seattle Parks and Recreation to find new ways to engage youth.

Number of City employees and job titles: Up to 15 police officers participate in this Program element which is supported through overtime dollars from both SPD and the Parks Department (1800 hours).

PROBLEM-SOLVING PROGRAMS

39 - Neighborhood District Coordinator Program (DON)

Program description:

The Neighborhood District Coordinators work in neighborhoods and districts across the city to engage/connect residents to government. In addition they work with community groups and individuals to solve issues with and across city departments. In addition, NDCs attend and/or participate in community-based crime prevention councils and precinct advisory councils. On occasion they will support the program manager in the Neighborhood Action Team Seattle (NATS). NATS projects are set up to address specific chronic public safety issues throughout the city and in specific neighborhoods e.g. the jungle, homeless encampments, youth violence, increase in car thefts etc.

Number of City employees and job titles:

10 Neighborhood District Coordinators

1 Program Manager

Community-based services and dollar amount of contract/s: n/a

Intended Outcomes and Documented Achievements:

Some past successes that have come out of this work includes the creation of alcohol impact areas (AIA), policies on homeless encampments, and establishment of block watch programs.

40 - Vacant Buildings

Program description:

The Code Compliance division of the DPD enforces the standards for maintenance of vacant buildings in the Housing and Building Maintenance Code, which requires owners of vacant buildings to keep them closed to the public and safely maintained. Enforcement is complaint based and includes a monitoring program for vacant buildings cited for violations of the ordinance. Building owners pay for the monitoring service and are allowed to leave the monitoring program after three quarters of compliance.

Number of City employees and job titles: 1.0 FTE Housing and Zoning Inspector; incidental technical and administrative support

Community-based services and dollar amount of contract/s:

DPD spent approximately \$87,000 during 2009-2010 for emergency closure of vacant buildings that were open to entry. This work was performed by the Conservation Corps under contract with the Parks department. DPD pays the Conservation Corps up front and then seeks reimbursement from the property owner. Approximately 110 vacant buildings were subject to these closure services over 2009-2010.

Intended Outcomes and Documented Achievements:

The intent of the Vacant Building enforcement program is to keep vacant buildings closed to the public and maintained for basic safety and to help stave off physical deterioration. Often, the buildings in the program have been broken into and are a source of concern for the community and Seattle Police, as they can be used for a variety of criminal activities. The vacant building program alerts owners of problems at the site and requires them to quickly close buildings that have been identified as being open to the public. Most owners are responsive and comply once they have been informed of the problem. Repeated entry by determined individuals poses a particular burden for building owners, neighbors, and city enforcement staff.

In 2009 and 2010, we responded to 424 complaints about vacant building violations and confirmed at least one code violation at 73% of those properties. Of the 311 properties with violations, 84% had all violations cured during that time frame.

41 - Vegetation Overgrowth Enforcement (DPD)

Program description:

The DPD Code Compliance division responds to complaints of violations of the Weeds and Vegetation Ordinance. The ordinance requires property owners to keep vegetation from obstructing right of ways, including sidewalks, alleys and streets. Enforcement is focused on keeping traffic signs and signals visible to the public and sidewalks open for safe pedestrian access.

Number of City employees and job titles: 1 FTE Housing and Zoning Inspector, 0.1 FTE AS I, 0.2 FTE H/Z Technician.

Due to staff reductions, in 2011 we will no longer inspect complaints at properties where an occupied single family house is located unless the complaint indicates a likelihood of a hazardous condition. Instead we will mail written information about the complaint and city requirements to the property; no other follow up will occur. Because this is a new business process, it is difficult to provide the requested information on staff resources devoted to responding to these specific situations. Making it even more difficult is that we will continue to inspect complaints at vacant lots and properties with vacant buildings or multifamily, commercial and industrial uses. The estimate of staff resources utilized responding to overgrowth issues is therefore essentially our best guess.

Community-based services and dollar amount of contract/s: NA

Intended Outcomes and Documented Achievements:

The intended outcome is keeping right of ways clear of obstructing vegetation and keeping clear line of sight for traffic signs and signals. NOTE: the ordinance does not address overgrown vegetation on

private property that may present a criminal opportunity; the ordinance would appear to provide, at best, incidental help in crime prevention.

In 2009 and 2010, we responded to 2513 complaints about overgrown vegetation. We confirmed an overgrowth violation for 73% of those complaints. As a result of our enforcement action, 97 % had the violation cured within that two-year time frame.

42 - Junk Storage Enforcement (DPD)

Program description:

The DPD Code Compliance division enforces appropriate location of junk storage, which is not allowed in some zones, such as single family and multifamily zones. Junk storage is regulated by the Seattle Land Use Code. Enforcement is complaint based.

Number of City employees and job titles: 2 FTE Housing and Zoning Inspector, .2 FTE AS I,
.4 FTE H/Z Technician

Community-based services and dollar amount of contract/s: n/a

Intended Outcomes and Documented Achievements:

The intended outcome is to remove junk storage in zones where it is not allowed. NOTE: although junk storage in a residential area is considered blight, it is not particularly associated with criminal activity.

In 2009 and 2010 we responded to an estimated 1044 complaints about junk storage, and confirmed a code violation for 87% of those complaints. As a result of our enforcement action, about 98% had the violation cured.

Public involvement: DPD has engaged with the public on its compliance program in two different ways:

1. DPD has responded to feedback from individuals and community groups about our compliance programs, resulting in the translation some public information materials.
2. DPD is periodically asked to visit community meetings to explain our compliance programs and provide updates on problem sites and issues.

43 - Graffiti Abatement (DPR)

Program description: Remove graffiti reported by the public and internal staff. Graffiti removal occurs on DPR property based on reports of graffiti. Graffiti is predominately reported internally by other DPR maintenance staff in the field, which ensures timely removal based on need. Graffiti removal from DPR property is typically done by DPR staff and there is no community involvement by volunteers.

Number of City employees and job titles: 1 Maintenance Laborer, 1 FTE Painter

Community-based services and dollar amount of contract/s: We have historically contracted out a minimal amount of graffiti removal during peak season (May- Oct). The contract varies depending on how much work is needed. Contract work usually ranges between \$1500-\$2500 per year.

Intended Outcomes and Documented Achievements:

- 1) The Department sees the quick response and removal of graffiti as a primary way to prevent crime in the parks. When we clean up graffiti right away, it sends the message that not only is graffiti not tolerated in our parks, but that DPR staff are present and watching.
- 2) In 2010, DPR abated 98.29% (3332/3390) of graffiti found in DPR property within the city standard of 6 days of receiving the report of graffiti. This is the equivalent of abating 690,548 square feet of graffiti.

Community Involvement: The Department does not seek public involvement related to graffiti removal except for the graffiti reporting system that allows the public to report graffiti, which then results in DPR staff's response to clean up the graffiti.

44 - Safe Communities

Program description:

Safe Communities, a program of Seattle Neighborhood Group, provides community-based crime prevention and public safety services that are partnership-based and focus on community building, training, advocacy, information dissemination, and problem solving. SNG also coordinates and supports community events that improve community conditions and decrease the opportunity for crime.

SNG uses crime statistics and input from the community and City departments to inform its work and to identify high crime neighborhoods and hot spots. Based on this information, SNG supports community crime prevention efforts through collaborative partnerships in southeast, southwest, and central Seattle and is developing a collaboration in North Seattle with the neighborhood surrounding Little Brook Park.

Safe Communities includes:

- Community Safety Partnerships provide a forum for community members with crime concerns to discuss and implement solutions with other community members, the Seattle Police Department, and other agencies in southeast, southwest, and central Seattle as well as in the Seattle Housing Authority (SHA) Jefferson Terrace community.
- Crime Prevention Services are provided to vulnerable populations throughout Seattle. Basic 911, personal safety, and fraud prevention training are provided in subsidized housing facilities to senior residents and immigrants and refugees. Translation and interpretation services are provided as needed. Crime prevention information is disseminated monthly through SHA's Voice newsletter and SNG's Be Safe e-mail newsletter.

- Landlord Training is an eight-hour training that provides Seattle landlords and property managers with skills and information on managing residential rental properties effectively and fairly; building a sense of community; and preventing crime.
- Crime Prevention Through Environmental Design (CPTED) surveys are provided to the community by SNG staff trained in CPTED principles.
- Take Action workshops are provided by SNG in partnership with the City Attorney liaisons for neighborhoods experiencing nuisance problems with neighbors.
- The Club Vehicle Anti-theft program was initially funded by a grant from SAFECO insurance and is now self-supporting. Crime prevention materials are included with each Club distributed.
- SNG updates and stocks three Crime Prevention brochures: Neighborhood Safety, Personal Safety, and Vehicle Security and fills information requests for all five Seattle police precincts. SNG also disseminates translated 911 instructions in twelve languages.
- Seattle Neighborhood Group coordinates the High Intensity Drug Trafficking Area (HIDTA) initiative for King County and supports a quarterly security forum for major institutions in the East Precinct.
- SNG helped to apply and support the new Drug Free Communities (DFC) grant in the East Precinct and provides drug prevention education to the community. SNG participates on the DFC steering committee and continues to provide office space and administrative support to the DFC coordinator.

Number of City employees and job titles: 0.1FTE Sr. Grants and Contract Specialist,

Community-based services and dollar amount of contract/s:

Agency	Funding
Seattle Neighborhood Group	\$381,330

Intended Outcomes and Documented Achievements:

Intended Outcomes	Documented Achievements
80 people attend crime prevention trainings.	<p>137 people attended crime prevention activities. In 2009,*</p> <ul style="list-style-type: none"> ▪ Over 3,000 people participated in SNG-sponsored crime prevention activities and events. ▪ Personal safety, basic 911, and fraud prevention training was provided to over 1,500 people.

Community Involvement: Safe Communities connects with the community through the various violence prevention council meetings to get feedback on how to improve and develop crime prevention programs. Safe Communities shares updates and progress in addressing public safety in the community.

45 - Only in Seattle Initiative (OED)

Program description: The program provides funding for comprehensive revitalization strategies in neighborhood business districts. Improving the actual and perceived safety in business districts is usually a top priority within the districts.

Number of City employees and job titles: in 2010 – one city employee, Senior Community Development Specialist

Community-based services and dollar amount of contract/s: total program is \$800,000.00, not all is spent on safety related work.

Intended Outcomes and Documented Achievements: 121 safety activities organized, involving 1301 community stakeholders. Examples of this work include:

- Property owners along the Jackson Street corridor organized and pooled funds to improve security by hiring off-duty Seattle police officers.
- White Center business owners and residents came together to create a Good Neighbor Agreement for the responsible sale of alcohol; one business has signed the agreement and the neighborhood is targeting four other businesses they would like to sign as well. In addition, business owners and residents came together to close a problematic club in the heart of the district that had numerous code violations and other infractions.
- Chinatown- International District organized bi-weekly Block Watches, community public safety committee meetings, a National Night Out event, personal safety trainings, 2 public safety forums, graffiti paint outs, and meetings with City Council members, the Mayor and Chief Diaz focusing on community safety issues.
- Organized 4 community design charettes for improvements to Othello Park, near the Othello business district. The park will undergo lighting and other security improvements to make the park a safer and inviting neighborhood asset.

46 - Business Improvement Area Support Program (OED)

Program description: Business Improvement Areas (BIAs) are assessment districts created by ordinance. The assessments are paid by business and/or property owners to pay for services that support the business and mixed use residential interests in commercial districts.

There are currently seven BIAs in Seattle. They are located in the following commercial districts: Broadway, Chinatown International District, Columbia City, the Downtown commercial core - Metropolitan Improvement District (MID), Pioneer Square, University District, and West Seattle.

The services provided by BIAs are strongly focused on clean and safe activities in commercial districts such as litter and graffiti removal, sidewalk cleaning, and the abatement other types of physical disorder

which have been shown to be related to crime hotspots. BIAs employ street ambassadors and pay for off duty SPD patrols in some districts.

Number of City employees and job titles: In 2011, 0.30 FTE Senior Community Development Specialist

Community-based services and dollar amount of contract/s: \$35,000.00 BIA Consulting Services

Intended Outcomes and Documented Achievements: OED supports the ongoing operations of existing BIAs throughout Seattle. OED works closely with BIAs to support their relationships with city departments, facilitate communication between BIA Executive Directors, and provides technical assistance for board and organizational development. OED also provides data and facilitation of processes to revise assessments and/or boundaries when requested.

OED supports the formation of new BIAs by providing data and consulting services to conduct the formation process. New BIAs expected to form during 2011-2012 are located on the Jackson Street corridor centered around 23rd Avenue and the Union Street corridor centered around 23rd Avenue. Lake City, Ballard, and Belltown are also districts where BIA formation is being considered.

47 - Seattle Nightlife Initiative (OED)

Program description: The Seattle Nightlife Initiative arises as a new approach to an age-old issue in Seattle. It aims to ensure that neighborhoods are livable, support a vibrant nightlife industry and leverage the economic contributions that nightlife brings to the city. This initiative sets out to develop a proactive and strategic approach to managing areas of nighttime activity in order to reduce antisocial behavior, noise, public disturbances and other problems.

It emphasizes integrated action across local policies and activities, reducing costs and allowing for responsible growth in the nighttime economy. This plan envisions a full suite of actions that together provide a balanced approach: they require nightlife establishments, patrons, the City, and residents to all play a role in creating and supporting a safe and vibrant nightlife within Seattle. The components of the plan work together, and each is necessary for the success of this effort.

While making public safety the highest priority, we will take advantage of the economic and social rewards nighttime businesses bring in making Seattle a destination city. The City can use its resources to facilitate cooperation among stakeholders and strive for economic, employment and social benefits, while minimizing public-safety risks and other problems for urban residents.

Number of City employees and job titles: One position, Bill Reddy, DEA Strategic Advisor II and OED Strategic Advisor Rachel White, 0.25 FTE

Community-based services and dollar amount of contract/s: none

Intended Outcomes and Documented Achievements: The Nightlife Initiative's three critical goals are to increase public safety, grow the local economy, and improve urban vibrancy.

The eight priorities of the Seattle Nightlife Initiative include:

1. Code compliance enforcement
2. Flexible liquor service hours
3. Noise ordinance enforcement
4. Security training requirements
5. Precinct community outreach
6. Professional development
7. Late-night transportation alternatives
8. Targeting public nuisances

48 - Seattle Youth Violence Prevention Initiative (SYVPI) Neighborhood Network Coordination/Intake & Referral (OFE/DON)

Program description:

The Seattle Youth Violence Prevention Initiative incorporates evidenced-based strategies along with home-grown, youth- and community-created programs in a coordinated community-based system of neighborhood hubs, called Networks. These Neighborhood Networks are the central point of contact for youth at risk of perpetuating or being victimized by violence to connect with supportive services and pro-social activities in a coordinated and accountable structure that monitors their progress and leverages community support for them.

Number of City employees and job titles:

1 City employee
Director, Seattle Youth Violence Prevention Initiative

Community-based services and dollar amount of contract/s:

Network Coordination and Intake & Referral are contracted to three community-based organizations to assess and connect youth to services and programs to deter them from engaging in violence.

Contracts Total: \$513,910.

Community Involvement

Community engagement has been an integral part of the development of the SYVPI from the initial planning stages and throughout its implementation. Community meetings were held in the three focus neighborhoods to gather community input for the design of the Initiative.

At the official launch of SYVPI on July 7, 2009, small group discussion sessions were held with local residents and community stakeholders to learn what their expectations and ideas were with respect to youth violence and the Initiative.

Subsequently, community engagement meetings have been held with residents and stakeholders including youth on a regular basis in the three neighborhoods. Most recently in February and March of 2011, at the request of the Mayor, the three Neighborhood Networks held community feedback sessions in various formats. Moreover, the SYVPI Director and the three Network Coordinators made presentations about the Initiative at a rate of about 3-4/week during the period 5/2009-12/2010 and have continued to present at least monthly since then, often at the request of community based organizations and coalitions.

Intended Outcomes and Documented Achievements:

The goals of the Initiative are:

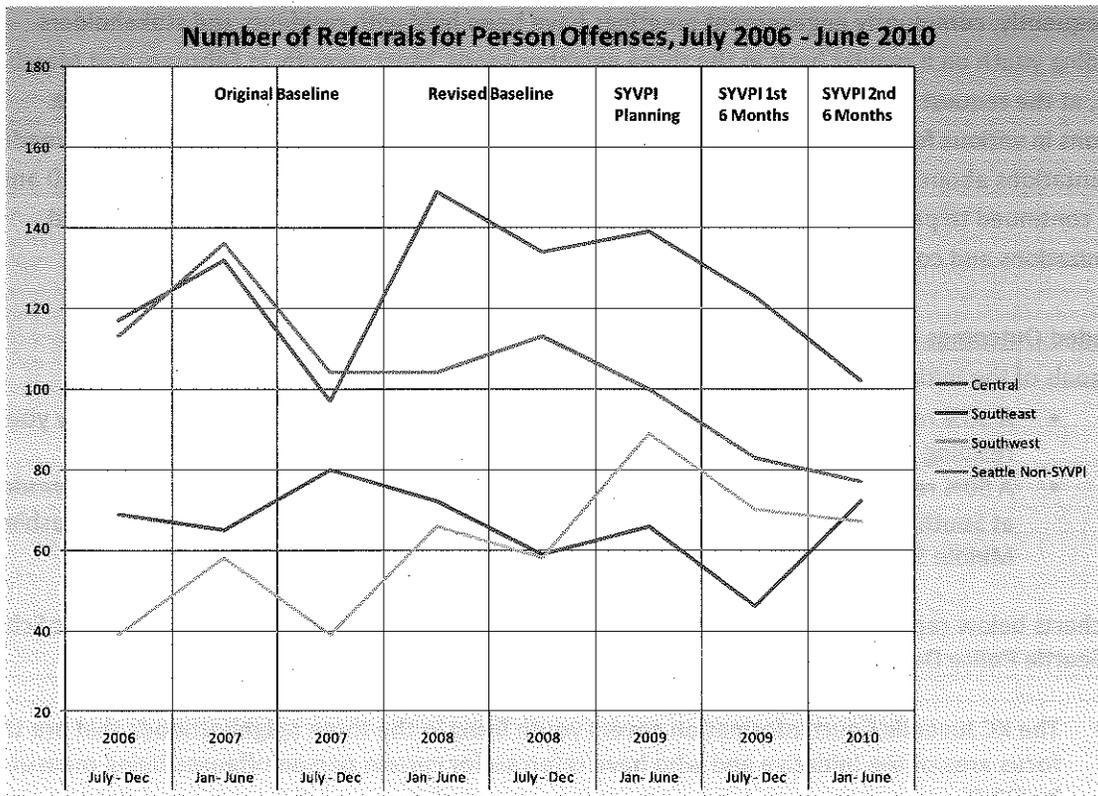
- A 50% reduction in court referrals for juvenile crimes against persons committed by youth residing in the Central, Southeast, and Southwest areas of the City, and
- A 50% reduction in the number of suspensions/expulsions due to violence-related incidents at South Shore and Madrona K-8s and Denny, Aki Kurose, Madison, Mercer, and Washington Middle Schools.

The charts below represent preliminary data from the King County Juvenile Court, Seattle Public Schools and Seattle Police Department.

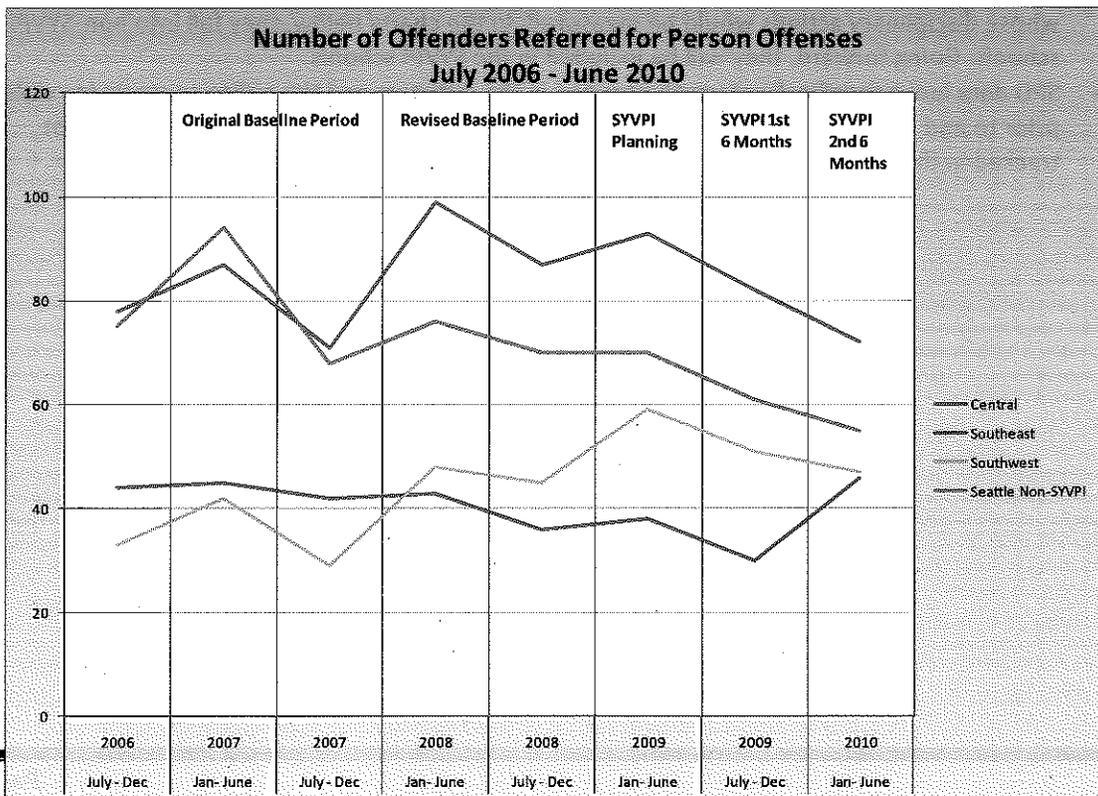
- The KC Juvenile Court information covers youth living in the three neighborhoods that are the focus area of the Initiative and who have referrals for certain person offenses being measured by SYVPI.
- The SPS data looks at the schools in the same focus area. When the Initiative was established South Shore K-8 was not a full middle school so it has not yet been included in the schools whose disciplinary actions would be measured. In the charts below, they fall into non-SYVPI schools. Going forward, they will be included in the SYVPI schools.
- SPD data looks specifically at youth enrolled in the Initiative and the police contacts for violence prior to and after their enrollment in the Initiative. Amount of time in the Initiative is not tracked in these charts.

JUVENILE COURT REFERRAL TRENDS – June 2010

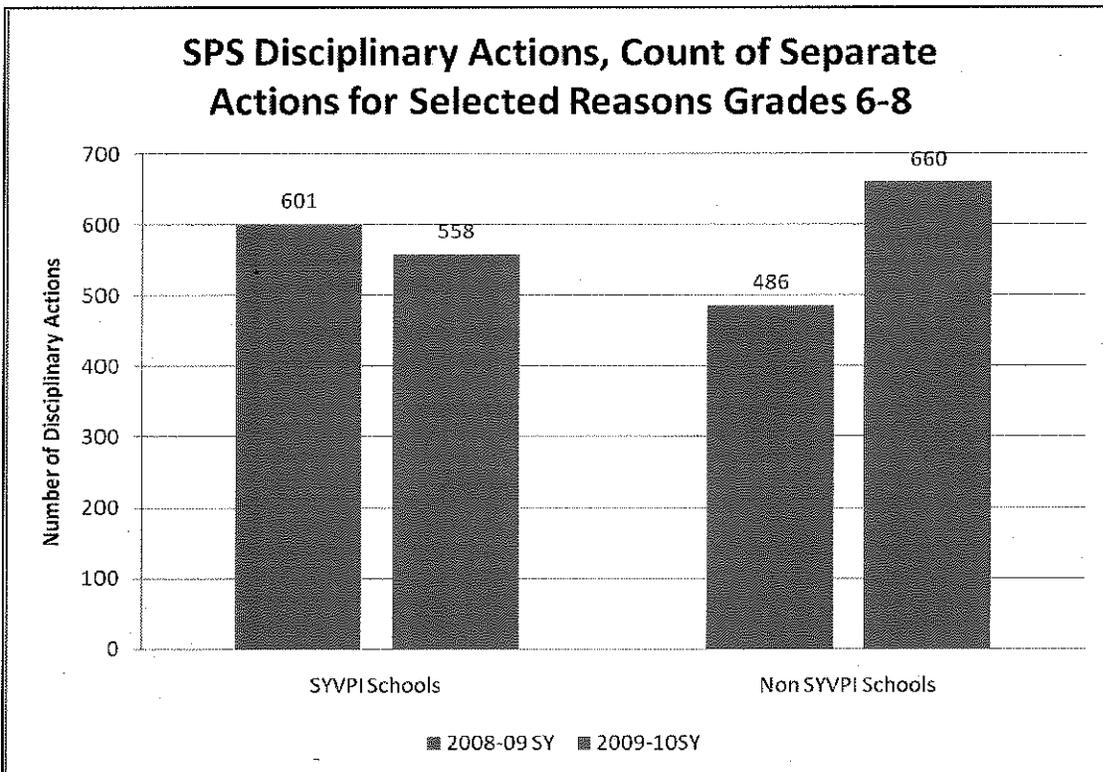
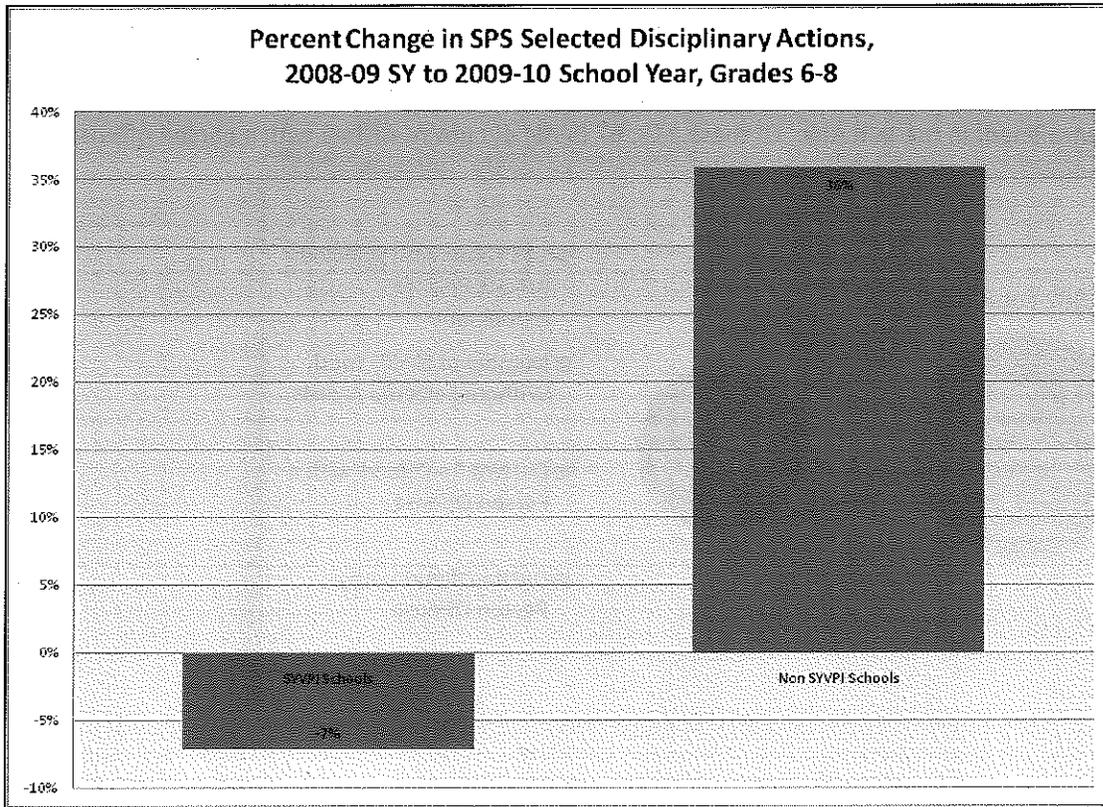
Court Referrals



Offenders



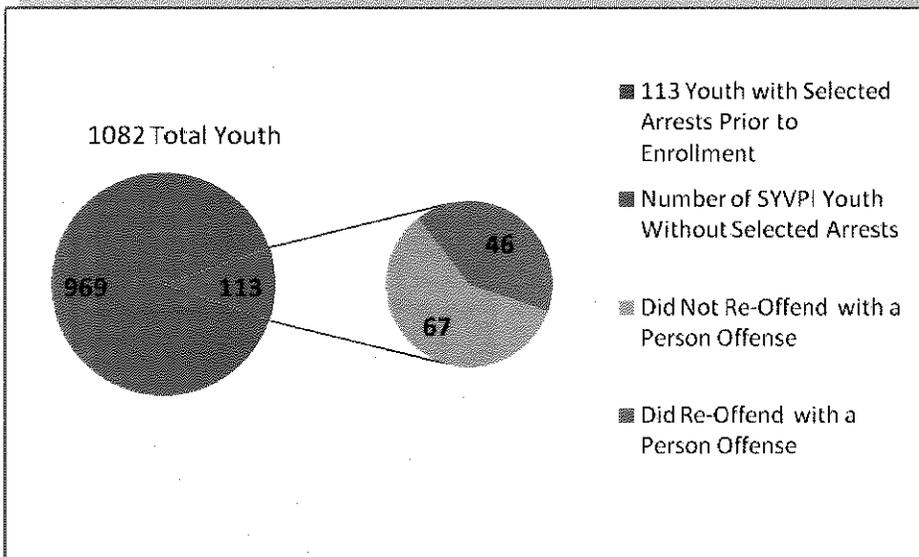
SCHOOL DISCIPLINE TRENDS



SPD ARREST DATA

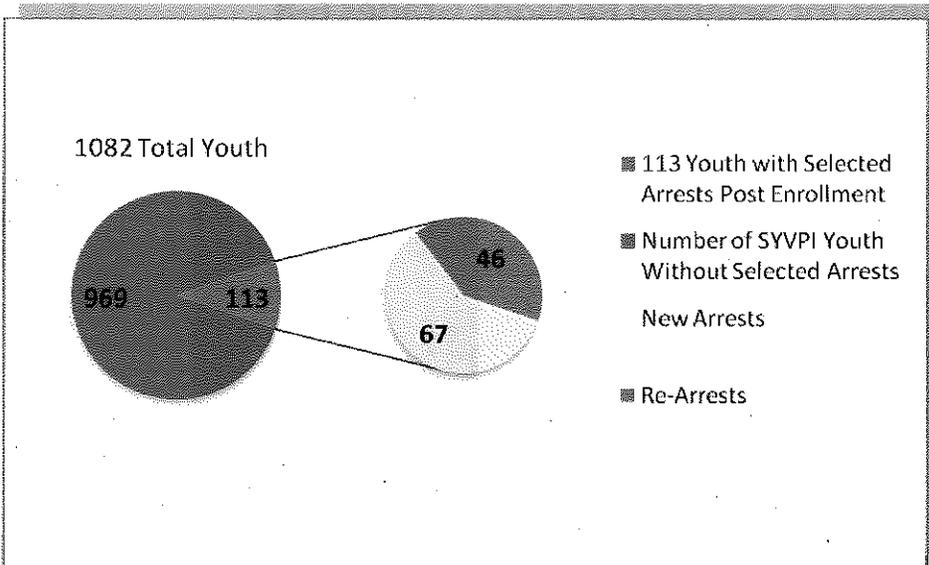
Arrests of Youth for Person Offenses Prior to Enrollment in SYVPI

Of the 1,082 SYVPI youth in this assessment, 113 (10.4%) were arrested for committing a person offense *prior to enrollment* in the Initiative. Of these 113, 67 (59%) did not re-offend with a person offense.



Arrests of Youth for Person Offenses After Enrollment in SYVPI

Of the 1,082 SYVPI youth in this assessment, 113 (10.4%) were arrested for committing a person offense *after enrollment* in the Initiative. Of these 113, 67 were new and 46 were re-arrests.



49 - SYVPI Street Outreach/Critical Incident Response (OFE/DON)

Program description: Street outreach utilizes a team of individuals with experience in the neighborhoods and lifestyles of the youth the Initiative is trying to reach. They have turned their lives around, been vetted by the SPD and have unique street credibility to do this work. Street outreach activities are intended to engage and enroll youth into the SYVPI and to provide an opportunity to build a relationship with a positive role model. Outreach workers provide a point of contact to those affected by violence. They go to where the hardest-to-reach youth are and provide a bridge, connecting youth and families with services and support. Outreach workers cultivate a relationship with the youth and family that continues through the intake process. Additionally, outreach workers provide earliest intervention during crisis, and are trained and expected to de-escalate situations during crisis. An important role for outreach workers is to prevent retaliatory violence. Crises may consist of a shooting, stabbing or other violent event involving youth in one of the focus neighborhoods.

Number of City employees and job titles: (comes under SYVPI Director above)

Community-based services and dollar amount of contract/s:

SYVPI/OFE contracts with Metrocenter YMCA to provide street outreach services.

Contract total: \$301,721

Community Involvement

As a component of SYVPI, the Street Outreach Director has presented information about the street outreach program on a regular basis at the presentations mentioned above.

Intended Outcomes and Documented Achievements: The Street Outreach investment is expected to contribute to the overall outcomes of the Initiative as listed above. Additionally, specific contractual performance measures include:

Street Outreach Indicators:	
1) Number of high risk youth contacted, engaged and/or re-engaged by Outreach Team within Southeast, Southwest and Central Areas	150
2) Number of valid referrals to Initiative completed by Outreach Team	75
3) Critical Incident Response to 100% SPD notifications of violent incidents involving youth or gang members in or from any of the three neighborhoods and filing of follow up reports for all critical incident responses.	TBD*
4) 50 middle school youth will participate in Alive & Free Violence Prevention classes and will demonstrate reduced involvement in high-risk behaviors and increases in developmental assets and protective factors noted below**	50
5) 50% of youth will report decreased involvement in gang and criminal behaviors	25

6) 65% of youth will increase in school attendance and participation	33
7) 65% of youth will demonstrate increased skills in peaceful conflict resolution	33
Total, Street Outreach:	366

*Total number of Critical Incidents to OFE by SPD on December 5, 2011. SYVPI Director will correlate this information with YMCA's CIR reports to determine performance pay. Percent of CIR will correlate directly to percent of performance pay awarded.

**YMCA to use pre/post surveys and attendance/school behavior records to substantiate all performance pay for # 5, 6, and 7 above

50 - Graffiti Abatement (SDOT)

Program description: SDOT's Graffiti Abatement program removes graffiti from street name and regulatory signs and parking pay stations. SDOT's program works in concert with Seattle Public Utilities' Graffiti Abatement program by responding to graffiti complaints generated by SPU's graffiti reporting system and reporting graffiti abatement results.

Number of City employees and job titles:

1 Maintenance Laborer

1 Painter, pending possible reclassification. This position is in the process of being transferred from SPU to address pay station graffiti abatement.

Community-based services and dollar amount of contract/s:

None.

Intended Outcomes and Documented Achievements:

SDOT consistently meets the following outcome goals.

- Remove 90% of reported graffiti (pay stations, signs) within six business days from when SDOT first documents request
- Remove 100% of reported racist/hate/vulgar graffiti within 24 hours from when SDOT first documents the request

51 - Pedestrian Lighting (SDOT)

Program description: SDOT's pedestrian lighting program is part of the Pedestrian Master Plan project. It funds work by the Department of Neighborhoods (DON) and SDOT related to the selection and installation of pedestrian lights in neighborhood business districts. DON works with the community to identify proposed projects, SDOT provides the design and construction. The projects are generally what

most people think of as sidewalk lighting, but technically, it is a combination of both street and sidewalk lighting. Most of our street lighting is mounted high in the air and over the street, commonly using what we call a “cobra head” fixture. Street lighting is designed specifically to meet lighting requirements for motor vehicles and other users in the roadway. Pedestrian lighting funds are used to add lighting that is more “pedestrian scale” – closer to the ground, and providing more illumination to sidewalks and other areas used by pedestrians. Examples include the globe-shaped fixtures in front of City Hall and throughout Pioneer Square and the International District.

Number of City employees and job titles: Approximately 1 FTE split between Civil Engineer Supervisor and Civil Engineer Associate.

Community-based services and dollar amount of contract/s: N/A

Community involvement: This program involves two types of public engagement:

- 1) This program was originally funded as part of neighborhood plan implementation, with the Department of Neighborhoods working with community groups to identify proposed projects, and SDOT prioritizing, designing, and implementing the projects. SDOT continues to use community input into area-wide transportation plans and the Pedestrian Master Plan to identify candidate improvements.
- 2) SDOT Pedestrian Lighting projects typically follow SDOT’s model for capital project delivery, which includes development of a Public Involvement Plan and active outreach and communication with community members and groups during project development and implementation. At a minimum, our outreach is designed to inform the community about upcoming improvements, and to gather information about potential construction impacts so that we can plan our construction to minimize those impacts. This outreach is also intended to solicit feedback on project scope and design details, and often results in refinement of design to better serve community objectives.

Intended Outcomes and Documented Achievements: SDOT has completed 2-4 improvement projects per year, often partnering with Seattle City Light, other SDOT CIP projects, Neighborhood Street Fund (NSF) projects, or others.

52 - Seattle Youth Violence Prevention Initiative (SYVPI) Program – SPD

Program description: The SYVPI is coordinated through three Neighborhood Networks in Central, Southeast, and Southwest Seattle, where indicators of future violent behaviors, such as discipline rates in schools, are the highest. These youth-focused, community-led Neighborhood Networks serve as hubs to coordinate and tailor services around each young person involved in the Program, including outreach, case management, mentoring, anger management, youth employment and training, and recreation. Middle school emphasis officers, emphasis patrols, and neighborhood matching fund projects that serve youth are also part of the Initiative. Additionally, Neighborhood Networks initiate, establish, and maintain a community response to bring additional services to the table in support of youth and their families. SPD has been on the planning committee from the inception of the SYVPI.

The SYVPI Program focuses in five areas: assisting youth with repeat offenses to re-enter society from state or county detention programs; providing alternatives for youth who are arrested for crimes but released because they do not meet the admission criteria for county detention; helping middle-school truants and students at risk of suspension stay in school and succeed; preventing victims of violence and their friends and relatives from continuing the cycle of violence through retaliation; and providing youth with safe late night activities.

The specific SYVPI Program components in which SPD participates are profiled below.

- **School Emphasis Officers:** The School Emphasis Officer (SEO) program component focuses on violence prevention and intervention within schools and surrounding areas. The officers are located in three middle schools, one K-8 school, one high school and one officer that focus on several grade schools with the GREAT program. The officers assist in building a cohesive team of community based organizations, schools, families and the SPD to ensure youth needs are being addressed.
 - **Intended Outcomes and Documented Achievements:** The SEOs provide a weekly synopsis of their work in preventing violence, including the number of mediations that are conducted and the number of referrals to the SYVP Initiative. Overall reduction in violent crime in the assigned schools and school communities is the measure of this effort. As of 1/15/11, SEOs have made 165 SYVPI Network referrals and 36 out of network referrals. They have conducted 139 home visits and participated in 193 mediations with youth involved in the Program.
 - Other elements of this program are classified in this report as “Recreation, Learning and Employment Activities” and are described further in that section on pages 34-36).

Number of City Employees and job titles: There are six (6) full-time Patrol Officers who function as School Emphasis Officers.

- **Street Outreach/Critical Incident Response:** An overall discussion of this program is included in the “Problem-solving” section on pages 34-36 of this report as an HSD program, because HSD manages the contract. The SYVPI Street Outreach program component is modeled after the Columbia Shaw Collaborative program in Washington DC. The YMCA Alive and Free Street Outreach Team manages the Street Outreach program. Street Outreach workers are required to complete a total of six phases of training and three specific trainings to be authorized to conduct street outreach. The modules of training include, Orientation, Ethics, Best Practices in Outreach, Interviewing, Conflict Resolution, De-escalation training, Legal Policy & Protocols, Resource and Personal Development. Under this model, the Gang Unit makes contact with the Street Outreach Team when there has been a serious incident. The Team then sets about working to reduce the chance of retaliatory actions.
 - **Intended Outcomes and Documented Achievements:** The protocol has been implemented. The Department has successfully established contact with Street Outreach and other members of the community when a shooting with an injury has occurred. Since last July, there have been three incidents when the Street Outreach Team has been called into action. Overall responsibility for tracking outcomes and documenting achievements falls to the Director of SYVPI.

Number of City Employees and job titles: The model calls for the use of Street Outreach workers and involves limited Gang Unit time except to contact the Street Outreach Team. Liaison meetings with Outreach Team members occur monthly but the time involved is not significant.

- **Power of Place Program:** An overall discussion of this program is included in the "Recreation, Learning and Employment Activities" section on pages 24-26 of this report as a DPR program, because the program is delivered in conjunction with DPR. Police officers are assigned to work with the Parks staff providing a security role, a safe haven, as well as interact with youth. This time allows the officers to reduce the fear of police/youth interaction by having officers participate in programming.
 - **Intended Outcomes and Documented Achievements:** Increased officer participation among youth. Officers have taught Martial arts, First Aid CPR and art classes to youth. They continue to work with Seattle Parks and Recreation to find new ways to engage youth.
 - **Community Involvement:** No direct feedback is solicited but anecdotally the youth attending the programs provide feedback and input that may develop program curriculum and changes.

Number of City employees and job titles: Up to 15 police officers participate in this Program element which is supported through overtime dollars from both SPD and the Parks Department (1800 hours).

53 - Crime Prevention Through Environmental Design (CPTED) Program (SPD)

Program description: In September 2010, SPD created a position for a police officer to work full time as the SPD CPTED Coordinator/Liaison. This officer is currently assigned, in an "on-loan" capacity from police patrol, to the Community Outreach Section. The CPTED Officer is involved with multiple CPTED improvement and crime prevention projects. This position is responsible for training officers within the Department in CPTED skills and awareness as well as others in city government. The position also a liaison with other City Department's on CPTED matters.

Number of City employees and job titles: One police patrol officer is designated as the CPTED Coordinator/Liaison.

Intended Outcomes and Documented Achievements: The only documented outcomes to date for the SPTED Coordinator/Liaison are the number of patrol officers trained in CPTED (25). More documentation will occur as the Program matures.

Community Involvement: Work directly with communities and actively request feedback and input.

54 - Proactive Gang Unit Program –SPD

Program description: The Gang Unit "day squad" is considered pro-active. They are present in school areas during lunch and after school, at related school events, and where students/youth congregate. Their objective is to hold current gang members accountable, prevent gang violence, prevent youth

from becoming gang members and to work with SYVPI and other outreach workers to prevent, intercede and investigate gang/youth related issues.

Number of City employees and job titles: A detective sergeant and six detectives staff the Proactive Gang Unit.

Intended Outcomes and Documented Achievements: None developed

Community Involvement: Does not solicit community input but does respond to community and citizen concerns.

55 - Crime Prevention Coordinators (CPC) Program (SPD)

Program description: The CPCs work in two areas. The first area that comprises about 35% of their time involves community meeting attendance and is shared with sworn Community Police Team officers (CPTs), patrol officers, sworn police detectives, and others (such as Seattle Neighborhood Group). The other part of their work that makes up approximately 65% of their time includes neighborhood block watch organization, solo community meeting attendance, and CPTED reviews for residence and small businesses.

Number of City employees and job titles: There are presently seven (7.0) Crime Prevention Coordinators. As of 4/12/11, there will be four (4.0) Crime Prevention Coordinators.

Intended Outcomes and Documented Achievements: The CPC program does not have explicit crime prevention or reduction goals. Rather the program seeks to provide the public with crime prevention materials and information in order to increase awareness and prevent victimization.

Community Involvement: Work directly with communities and actively request feedback and input.

56 - Community Police Team (CPT) Officers Program (SPD)

Program description: CPT officers in each precinct represent a resource for Precinct commanders to work on chronic crime problems and/or special projects that require longer term assignments. Examples of CPT efforts in the crime prevention arena include serving as liaison officers for schools, working on the Neighborhood Corrections Initiative, working with the Drug Market Initiative, serving a liaison function with bars and nightclubs, and working with community groups concerned about specific public safety issues.

Number of City employees and job titles: There are presently sixteen (16.0) officers designated as CPT officers. The officers are distributed among the precincts as follows: North, 4 CPT officers, West, 5 CPT officers, East, 2 CPT officers, South, 2 CPT officers, and Southwest, 3 CPT officers. There are five (5.0) sergeants assigned to the CPT program, one in each precinct. CPT officers report to these sergeants as do Crime Prevention Coordinators and Seattle Housing Authority officers.

Intended outcomes and documented achievements: The activities of the CPTs vary widely from precinct to precinct and over time within individual precincts. Intended outcomes are generally project-specific.

Community Involvement: Work directly with communities and actively request feedback and input.

57 - 61 - Anti-Graffiti Program (SPU)

Graffiti is a complex issue that requires comprehensive strategies to effectively address the issue. Given this complexity, the City of Seattle's anti-graffiti program spans multiple departments. In coordination with other departments, agencies, and stakeholders, SPU staff provides the following key anti-graffiti services.

1. Hotline SPU provides the centralized, city-wide point of contact to report incidents of graffiti for removal. Reports are received 24 hours/day, seven days/week, predominantly via telephone, website form, e-mails and the Intranet Quorum (IQ) system. Staff (a live operator) is available Monday through Friday from 7:30 AM – 5:00 PM.

Reports are dispatched within 24 business hours to the responsible entity for clean up. Incidents that are SPU's responsibility for resolution are routed as Maximo work orders. All other reports are sent as e-mails to responsible departments/agencies for abatement.

The hotline accepts and processes reports for graffiti cleanup on any infrastructure – public or private property – equally across the City. The hotline is staffed by 0.9 FTE who is classified as a Utility Service Representative. (Note: The hotline also receives reports related to surface water quality issues and illegal dumping. The hotline is staffed from a pool of 4.0 FTE who rotate to perform the function. All hotline staff members perform other work activities in addition to the hotline function.)

In 2010, the hotline received 5,370 graffiti cleanup-related contacts. One hundred percent of reports were dispatched within 24 business hours to the responsible party for cleanup.

2. Graffiti Rangers SPU's Graffiti Rangers abate graffiti primarily from two categories of public property, which includes SPU-assigned infrastructure (street side litter cans, public place recycling cans, fire hydrants, and utility poles) and roadway structures (bridges, stairwells, and retaining and sound walls). The Rangers abate graffiti from this publicly-owned infrastructure Monday through Friday. Abatement most often includes painting over graffiti, though the Rangers also power wash, sand blast and use chemicals to remove graffiti. Staff includes 4.0 FTE Painters (note: one of these positions will be transferred to SDOT in 2011), 1.0 FTE Senior Painter and 1.0 FTE Crew Chief Painter.

The Graffiti Rangers have divided the City into distinct geographically-defined sectors. Abatement efforts are focused within one sector each day of the work week. Because significant resources are wasted by “ping-ponging” across the entire City, reported incidents of graffiti are abated when staff is scheduled to work within the defined geographic area. Once reports have been addressed, graffiti in known hotspots and other graffiti discovered by staff are addressed. Note that graffiti abatement staff in other City departments has adopted the same geographic sectors and work schedule, which facilitates interdepartmental coordination and area-focused graffiti abatement efforts.

A City-wide task force (2008) established a common service level for graffiti abatement of six business days (10 business days for abatement on roadway structures) for all City departments. The Graffiti Rangers’ 2010 performance is summarized in the following table.

	SPU assigned property	Roadway structures	Total
Number of reports requesting removal	385	222	607
Percent of graffiti abated within 6 business days (10 business days for roadway structures)	98	96	
Square feet abated from <i>reported</i> graffiti			67,212
Square feet abated from <i>discovered</i> graffiti			498,996

3. Code enforcement Seattle Municipal Code 10.07 requires property owners to promptly abate graffiti found on their property or have the property considered a nuisance. Code enforcement is conducted equally across the City in response to reports received from the hotline on private property by 1.0 FTE, who is classified as a Public Education Program Specialist.

Per the prescriptive process detailed in the SMC, the staff conducts research to identify the legal property owner once a report is received and sends the owner an informational letter which explains the owner’s responsibilities, directs the owner to available graffiti abatement resources, and notifies the owner that enforcement staff will visit the property in ten days to determine if the graffiti has been removed. If the graffiti is confirmed to be removed, the report is closed.

If inspection reveals the graffiti has not been removed, a second letter is sent. This letter reminds the property owner of their legal responsibilities and informs them another inspection will take place in ten days. If the graffiti has not been removed after this inspection, the property is considered a graffiti nuisance and the owner is notified that a hearing will be scheduled with the City’s Office of Hearing Examiner. Most of these cases are resolved prior to the scheduled hearing date; hearings are required infrequently.

From January 1 – November 30, 2010, code enforcement staff received 1999 incidents of graffiti reported on private property. Approximately 81% of these reports were cleaned up after the first letter. During this same time period, one report was scheduled for a hearing due to lack of responsiveness from the property owner.

4. Outreach/education and volunteer coordination Launched in 2008, SPU provides anti-graffiti education/outreach services and coordinates volunteer abatement on private property.

Services include:

- Recruitment of volunteers to paint over graffiti in a timely manner and to report graffiti to the hotline. Volunteers are provided with supplies (paint, brushes, etc.) for graffiti removal.
- Development of partnerships to engage community groups in graffiti abatement. Examples include partnerships with SODO businesses to abate graffiti along the bus corridor and City Year's Young Heroes Program to clean heavily tagged and vacant buildings in Central and South Seattle.
- Collaboration with code enforcement staff to provide volunteer assistance to property owners that request and authorize volunteers to paint over graffiti on their property.
- Development of partnerships with other City departments and government agencies, including the Community Courts Diversion Program, SPD, DoN and Seattle Public Schools.
- Community presentations to educate and increase awareness of the importance of prompt graffiti removal.

Services are provided throughout the City, although outreach efforts target communities that are heavily tagged. The program is staffed by 1.0 FTE at the classification of Public Education Program Specialist.

2010 program outcomes and achievements include:

- 91,500 square feet of graffiti cleaned by
 - 62 individuals
 - 29 groups (average of 25 individuals per group, with largest group consisting of 76 individuals)
 - 78 Community Court Diversion program volunteers
 - 4 youth groups
- 13 community presentations

5. Business Improvement Area (BIA) grant program SPU offers a grant program to the City's Business Improvement Areas (BIAs) to supplement existing contracts for graffiti removal and litter pick up within the BIA. The BIA grants are awarded and the agreements administered by

0.1 FTE who is classified as a Senior Planning & Development Specialist. In 2010, total funding of \$57,000 was allocated as follows:

- Metropolitan Improvement District (MID), \$15,000
- University District, \$10,000
- Broadway, \$7,000
- International District, \$10,000
- Pioneer Square, \$5,000
- West Seattle, \$7,000
- Columbia City, \$3,000

Community Involvement: At the program design and policy levels, the City-wide anti-graffiti program and SPU's anti-graffiti program services have been revised based on both means of community involvement. The Office of City Auditor (OCA) anti-graffiti performance audit (July 2010) included soliciting community feedback via interviews, focus session and online survey. In addition to best management practices, the audit report addresses issues identified by the community and some recommendations were formulated in response to community feedback.

Other anti-graffiti program evaluation processes have incorporated community feedback received by less formal and unsolicited means. Specifically, the 2008 customer service improvement project and the 2009 private property anti-graffiti task force were interdepartmental program development projects. Scopes of work and assessment areas addressed community issues documented by multiple departments through day-to-day community interactions, telephone calls, e-mails, and intranet quorums. Examples of program recommendations based on unsolicited community feedback include:

- Establishing an internal City-wide six (6) business day abatement goal (versus SMC ten (10) day requirement) so that graffiti on City property is cleaned up in a more timely manner.
- Apprehension, prosecution, and legislative criminal aspects, such as stricter sentencing alternatives, are outside the private property anti-graffiti task force's scope of work. However, task force members strongly recommend further anti-graffiti program development in these areas.

62 & 63 - Illegal Dumping Program – SPU

SPU staff provides the following services to respond to and clean up illegal dumping incidents.

1. Hotline SPU provides the centralized, city-wide point of contact to report incidents of illegal dumping. Reports are received 24 hours/day, seven days/week, predominantly via telephone and website form. Staff (a live operator) is available Monday through Friday from 7:30 AM – 5:00 PM.

Reports are dispatched within 24 business hours to the responsible entity for inspection and resolution (SPU staff within public right-of-way, Parks staff within parks and DPD for private property reports). Incidents that are SPU's responsibility for resolution are routed as Maximo work orders. All other reports are sent as e-mails to the appropriate department.

The hotline accepts and processes reports of illegal dumping on public or private property equally across the City. The hotline is staffed by 0.3 FTE who is classified as a Utility Service Representative. (Note: The hotline also receives reports related to surface water quality issues and graffiti. The hotline is staffed from a pool of 4.0 FTE who rotate to perform the function. All hotline staff members perform other work activities in addition to the hotline function.)

In 2010, the hotline received 2,792 contacts related to illegal dumping incidents. One hundred percent of reports were dispatched within 24 business hours to the appropriate department for resolution.

2. Illegal Dumping Inspection and Cleanup SPU's illegal dumping inspection and cleanup program staff respond to reports of illegally dumped materials on the public right-of-way (ROW) to determine types of materials dumped and coordinate cleanup and disposal of the materials. In addition to responding to reports, SPU staff also regularly patrol targeted hot spot areas. Program staffing includes 2.0 FTE Lead Solid Waste Field Representatives and 1.0 FTE Solid Waste Field Representative, Supervisor.

SPU contracts with the Washington State Department of Corrections (DOC) for collection and transportation of materials that have been inspected by SPU illegal dumping program staff and cleared for disposal at the City's transfer stations. DOC provides work crews, which consist of one supervisor and a minimum of two community restitution workers, for a minimum of 240 community restitution labor hours per week. DOC provides collection of materials within three working days of receiving a report. In 2010, the total DOC contract dollar amount was \$284,250, which also includes support for collection of bags and other materials collected by community volunteer cleanup efforts and limited ground litter collection.

In 2010, SPU's illegal dumping program received approximately 2,675 reports of illegally dumped materials on the public ROW. The program's performance target includes cleaning up 80% of incidents on public property within ten business days. The performance target was met in three of four quarters. Actual clean up performance within ten business days for each quarter in 2010 follows:

- First quarter: 90%
- Second quarter: 88%
- Third quarter: 43%
- Fourth quarter: 83%

All reported incidents were cleaned up within 20 business days in 2010.

These 2010 reports resulted in 1,642,217 pounds of material cleaned up; 1,548,851 pounds disposed and 93,366 pounds recycled.

Community Involvement: Delivery of SPU's illegal dumping program is responsive to individual customer's feedback. For example, after meeting with a customer to address concerns, the illegal dumping inspectors and the Department of Corrections (DOC) cleanup crews commit to sweeping an alley or street end that frequently receives illegally dumped materials on a weekly basis until the issue is resolved.

SECURITY PROGRAMS

64 - Park Rangers (DPR)

Program description:

The Park Ranger program, which started in April 2008, has proven to be a very effective tool for enhancing the security of our parks. The City has invested significant resources in developing a trained and highly effective and skilled cadre of Park Ranger staff. In addition to providing patrol services, they are the only DPR employees who have the ability to appropriately enforce the park code. The Park Rangers also provide training to DPR employees in how to handle aggressive and inappropriate behavior. The goal of the Park Rangers is to increase security, reduce negative behaviors, and improve levels of personal safety.

Since the inception of the program in April 2008, the Rangers have focused most of their patrols in the downtown area. Park Rangers enforce park code violations and address anti-social behavior that in current years had reached an epidemic level in the downtown. They also work with the community to develop strategies and address public safety issues in parks, and connect homeless persons who reside in our parks with appropriate human service agencies.

Park Rangers work closely with grounds and facility maintenance staff to address concerns in the parks. Rangers perform emergency maintenance, when needed; they also notify the appropriate staff of issues that need to be addressed in a timely manner, including graffiti.

Park Rangers enforce park code violations and address anti-social behavior that in current years had reached an epidemic level in the downtown. They also work with the community to develop strategies and address public safety issues in parks, and connect homeless persons who reside in our parks with appropriate human service agencies.

Number of City employees and job titles: 7 Park Rangers (6.0 FTE)

Community-based services and dollar amount of contract/s: The DPR Rangers do not contract with any community-based organizations for this work.

Intended Outcomes and Documented Achievements:

- 1) The goal of the Park Rangers is to increase security, reduce negative behaviors, and improve levels of personal safety in the parks. Below is a table documenting Park Ranger achievements in 2010.

Row Labels	Positive Encounters	Property Protection	Ranger Enforcement Actions	Ranger Patrol	Grand Total
Westlake Park	1271	73	22	872	2238
Waterfront Park	173	151	6	252	582
Victor Steinbrueck Park	1535	9	119	701	2364
Piers 62 & 63	66	0	1	184	251
Occidental Square	809	2	42	535	1388
Lake Union Park	34	2	6	172	214
Hing Hay Park	300	5	71	508	884
Freeway Park	81	7	12	155	255
City Hall Park	322	9	17	327	675
Cal Anderson Park	754	20	124	453	1351
Grand Total	5345	279	420	4160	10204

- 2) A 2010 evaluation of the program showed a 71% decreased in 911 calls to the nine largest parks patrolled by rangers and every park experienced at least a 14% decrease.

Community Involvement:

The Parks Ranger program engages with the community and uses feedback to develop and revise their currently established programs. A survey was put out in April and May of 2010 to establish a baseline for future assessment of the Park Rangers program. Parks staff used both paper and an online survey tool called Survey Monkey to conduct their research. 84 responses were collected between park neighbors, community contacts and business organizations. Overall, positive feedback on the presence of the Park rangers was gathered. The Park Ranger program currently focuses on Downtown Parks, and has occasionally expanded into troubled areas for a short amount of time.

Parks Rangers attend various meetings in the communities such as public outreach meetings, district meetings, neighborhood watch and crime prevention. They find out which Parks are having issues and try to adjust their presence to help the community feel safe. An example of this work was attending the Ballard community meeting, and hearing there are issues with patrons feeling safe. For a few weeks the Rangers deployed to the Parks in Ballard to help create a sense of safety and security with their presence. They also walked the Parks and trails of Greenlake and Seward Park during distressing times of sexual assaults to minimize community fear and increase visibility within the community.

The Park Rangers have attended public forums such as neighborhood watch, crime prevention, community meetings to educate the public on the Rangers' presence in the Downtown Park, MOAB (Management of Aggressive Behavior), and safety tips. Through communications while at public meetings, public outreach meetings, and interactions with patrons in the Parks on the existence of their program, and their presence in the Parks, the Rangers have increased their accessibility and demand for expansion into other areas of the City.

65 – Access Control and Video Management (FAS)

Program description: The City has installed an electronic key card access system in many of its buildings. The program is intended to provide a safe and secure working environment for employees and public visitors, as well as providing a photo ID program for employees. This program reduces vulnerabilities and exposure to crime. Not considered in this activity is use of AMAG records for crime research and suspect identification.

Number of City employees and job titles:

- 0.20 FTE Strategic Advisor 1 (FAS Security Manager)
- 0.75 FTE Management Systems Analyst, Asst (Key Card Services)

Community-based services and dollar amount of contract/s: No community based services.

Intended Outcomes and Documented Achievements: This program facilitates general safety and security requirements while ensuring secure access to City buildings and properties. Technology based solutions allow for increased functionality and operational control of facilities and usage including both employees and the communities which we serve.

66 – Closed Circuit Television (CCTV) Operations (FAS)

Program description: FAS Security is responsible for the deployment, monitoring and data collection for building security camera surveillance systems. In the downtown campus core, there are more than 150 cameras that are monitored 24/7 to help prevent exposure to criminal occurrences or inappropriate activities

Number of City employees and job titles:

- 0.10 FTE Strategic Advisor 1 (FAS Security Manager)

Community-based services and dollar amount of contract/s: Approximately \$550,000/year in 24x7 monitoring services by Olympic Security in City Hall and SMT, and associated equipment maintenance and replacement costs.

Intended Outcomes and Documented Achievements: Cameras are intended to expand the scope and capacity of human security activities. These cameras are intended to be a “force multiplier” allowing for the collection of both immediate and post event documentation. Camera surveillance significantly reduces patrol time while providing immediate live-feed information that can be evaluated for dispatched responses. Cameras have a record capability and are strategically positioned. The CCTV system allows (i) interception of potential threats, such as photographing at-risk facilities and equipment; (ii) initiating response to criminal activities in progress; (iii) monitoring interception activities for public and employee safety; and, (iv) documenting incidents after they occur. Seattle camera footage has been used for numerous issues to include evidence in a hit and run, a vehicular homicide, criminal intelligence threats and other criminal activities.

67 - General Security (FAS)

Program description: The City uses multiple vendor contracted security operations for patrol and crime deterrence through a visible presence. Contracts include monitoring of public events in City buildings, off-site property examinations, on site monitoring, loading dock security, static guard positions and patrol functions. This program also includes threat assessment at City facilities.

Number of City employees and job titles:

- 0.50 FTE Strategic Advisor 1 (FAS Security Manager)

Community-based services and dollar amount of contract/s: Olympic Security provides contracted patrol services for approximately \$687,000 per year.

Intended Outcomes and Documented Achievements: FAS security is responsible for comprehensive 24/7 security operations for more than 100 City-owned and operated properties (more than 3 million square feet of space) including City Hall, the Justice Center, Municipal Court, and Seattle Municipal Tower. Security Officers are expected to intervene and take immediate action in the event of danger or threats. Officers are also first responder trained for medical emergencies. The City uses a “concierge” style of security where service through helping is the primary focus with actual security intervention and incident resolution. FAS security is also responsible for the development of all security plans, policies and written procedures in FAS facilities and enforces the City’s “rules of conduct.” FAS security acts as the liaison with local law enforcement and provides or assists with dignitary protection for elected officials.

68 - Courtroom Screeners (FAS)

Program description: FAS Security is responsible for contract management for the provision of Seattle Municipal Court Screeners. Screeners are on-site during all courtroom/court operational hours to ensure that any “visitor” to the court, employee or public, is properly screened for access and that a safe and secure environment is maintained.

Number of City employees and job titles:

- 0.05 FTE Strategic Advisor 1 (FAS Security Manager)

Community-based services and dollar amount of contract/s: Olympic Security provides screening services at approximately \$120,000 per year.

Intended Outcomes and Documented Achievements: Court screeners use technology supported activities to ensure dangerous or inappropriate items are not introduced in the court environment. Screening includes both personal as well as property screening. Contraband items are sometimes seized while other items that may not be appropriate may be secured, inventoried, and returned to the owner upon the conclusion of their business with the court. This endeavor is essential to the safety and well being of both the City employees working in the court and the civilian population attending court activities.

69 - Involvement with stakeholders (FAS)

Program description: FAS security works closely, and develops partnerships, with both public and private security providers as well as local, state, and federal law enforcement agencies. The FAS Security manager is on the Executive Board of the Seattle Shield, a task force committed to information and intelligence sharing in an effort to reduce vulnerabilities. He is also an active participant in information sharing with the Joint Terrorism Task Force, the Department of Homeland Security, and the Washington State Fusion Center.

Number of City employees and job titles:

- 0.05 FTE Strategic Advisor 1 (FAS Security Manager)

Community-based services and dollar amount of contract/s: None.

Intended Outcomes and Documented Achievements: This involvement has been instrumental in sharing targeting information, criminal intelligence and opening dialog between stakeholder who all share a common interest and responsibility. Arrests have been made, programs initiated, joint training conducted and the reduction in vulnerability to City assets has resulted.

70 - Program- Security and Emergency Management (SCL)

Program description: To establish security policies, procedures, and physical security systems for the safety and well-being of Seattle City Light's workforce, critical operational facilities, reliability of Seattle city Lights power system and the general safety of the public. These programs include physical access control, building physical protection measures (fences, gates, cameras, access control devices) investigations of security breaches or threats to employees and facilitates, and compliance to federally mandated North American Electrical Reliability Corporation (NERC) Critical Infrastructure Protection Standards (CIPS). Non compliance can result in fines up to \$1M/day per infraction. The program is a "global" program that includes all of SCL's employees and facilities in multiple counties (King, Snohomish, Whatcom, and Pond Oreille)

Number of City employees and job titles: Four (4) direct positions connected to physical security:

- Security Manager
- Security Program Specialist
- Physical Access Control Administrator
- Physical Security Senior Capital Program Coordinator

Community-based services and dollar amount of contract/s:

-Physical security guard services contract to provide guard services at 5 SCL facilities (North Service Center, South Service Center, System Control Center and Security Monitoring Center, Skagit Project (dam), Boundary Project (dam). Guard services provide deterrence, detection and response to all of SCL key facilities. Additionally guard services staff a SCL Security Monitoring Center that monitors camera coverage to key facilities as well as monitor's NERC mandated monitoring and response to key Cyber Security facilities.- Contract cost \$1.02M/annually

Intended Outcomes and Documented Achievements:

- NERC compliance standards- mandatory requirement of compliance to multiply standards. Audited on a scheduled basis. Recent 2010 Physical Security audit resulted in a "no discrepancies noted" rating.

- Security Incident Reports/investigations- online reporting by security personnel and SCL employees altering to Security Incidents.

- 2010 reported 102 incidents
- 2009 reported 178 incidents
- 2008 reported 340 incidents
- 2007 reported 312 incidents (beginning of Security Department and reporting process)

71 - Safety and Security Services (SPL)

Program description:

The Seattle Public Library includes the 11-story Central Library and 26 neighborhood branches. In 2010, seven million people visited our library buildings, two million at the Central Library and five million at branches. The Library is the only public institution that has a completely open door policy. Our mission includes providing facilities that are inviting and safe. The Library Board has established Rules of Conduct and procedures to keep our very heavily used facilities safe for patrons, volunteers and over 600 employees.

Library Security Officers deter and prevent undesirable activities and events. Officers are assigned to the Central Library and respond to calls from neighborhood libraries for assistance. Officers deter incidents through visibility (patrols), education and intervention. Officers work with other staff members to consistently, fairly, and respectfully gain compliance with the Library's Rules of Conduct.

Deployment of Officers is largely based on geographic division of the branch libraries within the city. The north, central, and south regions of the city each have a patrol dedicated to branches that fall in these areas. Emphasis Patrol Officers are also stationed at branches when a need is identified either by staff request or the number of incidents generated from that location far exceeds the number reported at other branches within the system.

Number of City employees and job titles:

The Security Program includes 1.0 FTE Security and Safety Manager, 1.0 FTE Lead Security Officer, 11.0 FTE Security Officers and a 0.5 FTE Administrative Secretary who staffs the exclusion and administrative review process. Given the Library's seven-day per week operating hours and the growing behavior management challenges we see, this level of security staffing is barely sufficient. The total personnel cost for this program is \$1,023,852.

Community-based services and dollar amount of contract/s:

The total non-personnel costs for this program are \$108,533. We have a number of vendors involved in supporting our Security Program:

- First Security (after hours alarm responses (\$2,280) - @6 response/month
- Guardian Security (\$22,300) - monthly monitoring of all intrusion alarm systems at 27 locations
- Security Intrusion (\$2,400) - alarm repair

- Clean Streets Graffiti Removal Service (\$20,000) – graffiti removal and area checks that might otherwise go unreported, over 400 patrols annually/117 incidents of graffiti
- Other costs are associated with the Central Library camera system, the automatic door security system, and confidence testing and repairs for our fire systems.

Intended Outcomes and Documented Achievements:

The Library is supported by the taxes of the people of Seattle who expect each of our facilities to be clean, comfortable, and safe places for selecting materials, reading, researching, studying, writing, and attending programs and meetings. To this end, the Library is responsible for establishing rules of conduct to protect the rights and safety of Library patrons, volunteers, and staff, and for preserving and protecting the Library's materials, equipment, facilities, and grounds. In addition, the Library has a strong commitment to intellectual freedom and to freedom of access to information. (from the Library Rules of Conduct policy approved by the Library Board).

The fact that 7 million people used Library facilities in the last year alone without any serious injury or harm is our greatest achievement. The Library serves very diverse patrons including many of the most vulnerable in our community (children, elderly, immigrant and refugees, low income, people who are homeless, and others challenged by various disabilities). The fact that everyone can come together safely and enjoy the resources and programs at libraries is one of the best preventative programs in town.

Community Involvement:

The Library periodically reviews and revises its Rules of Conduct (approximately every 2-3 years). Library staff are all involved in the review process. The Library Board holds a public hearing, advertised in the Daily Journal of Commerce, on proposed changes to gather input. During our last process in 2009, Library staff was interviewed by print, radio and TV media, which helped to involve the public. The Library also conducts an evaluation of its Security Services program and provides a report to the Library Board. The most recent evaluation was completed in September 2010.

72 - Security and Watershed Protection (SPU)

Program description: SPU's security programs are focused on protecting the organization's facilities, resources and infrastructure. Priority is given to critical assets or infrastructure, especially those associated with the City's drinking water system. SPU typically conducts risk or vulnerability assessments of its assets to determine potential threats to them and how best to mitigate those threats. Once mitigation remedies are identified, SPU assets are protected using an integrated security approach. For most assets this includes:

- Physical security measures (e.g. fences, gates, etc.).
- Electronic security systems (i.e. access control systems, cameras, alarms and SCADA).
- Random patrols by SPU employees and/or contract security providers.

Another component of SPU's security efforts is its watershed protection program. Seattle's (and King County's) drinking water originate in the Cedar and Tolt watersheds. The drinking water sourced by the Tolt River watershed is filtered. The drinking water originating in the Cedar River watershed is unfiltered and as such SPU must comply with State Health Department regulatory requirements for protecting unfiltered drinking water sources.

Number of City employees and job titles: There are a total of nine (9) positions associated with SPU's security and watershed protection programs.

- Security Manager (1)
- Security Program Specialists (2)
- Risk/vulnerability Assessment Lead (1)
- Watershed Inspectors (4)
- Watershed Resource Technician (1)

Community-based services and dollar amount of contract/s:

SPU contracts with SecureTrans, which provides a 24X7 presence at the City's Volunteer Park Reservoir as well as routinely patrolling the City's other in-town drinking water reservoirs. Additionally, SecureTrans patrols the entrances to and perimeter of the Tolt River watershed. Approximate annual contract costs are \$225,000.

Intended Outcomes and Documented Achievements:

Goals

- Be in full compliance with Washington State Department of Health regulations pertaining to protection of filtered and unfiltered drinking water sources and systems.
- Comply with voluntary national drinking water security standards.

Results

- SPU responds to more than 300 reportable security incidents (e.g. breaking and entering, theft, etc.) annually.
- SPU also responds to more than 200 watershed security incidents (e.g. trespassing, illegal dumping, theft, etc.).
- In 2011, SPU instituted new security-related process and outcome performance measures.