2025 Community Safety RFP

Theory of Change

September 23, 2025

2025 COMMUNITY SAFETY RFP - THEORY OF CHANGE

The City of Seattle Human Services Department (HSD) Safe & Thriving Communities (STC) division recognizes that lasting community safety cannot be achieved through a single approach. Sustained safety and the opportunity to thrive is achieved through the collective efforts of many, including community itself. HSD's Theory of Change is that all people in Seattle will experience increased sense of safety when we increase the safety and well-being of those most impacted by violence.

By investing in a continuum of services supporting people and communities in Seattle that are directly involved in, and impacted by gun violence, improvements will be seen in the following areas and populations:

1) Individuals ages 10-35 and their families, specifically individuals and families of Black/African American/African Descent, will:
   - Be and feel safer
   - Have improved conditions of well-being
   - Receive effective treatment for trauma
   - Experience less gun violence
2) The City of Seattle will:
   - Be a safer place to live
   - Experience a reduction in gun violence
   - Have a more sustainable and coordinated community safety support system
   - Be composed of more communities actively engaged in their collective safety

Theory of Change		Definition & Action
Population Accountability	**Population** HSD Population Priority Population	All people who live, learn, work, and take part in the community in Seattle Youth and adults - especially Black, Indigenous, and People of Color (BIPOC) - ages 10 to 35 that are impacted by and/or involved in gun violence in Seattle
	Desired Result	Supporting safe communities and thriving lives • All people in Seattle are free from violence • All people in Seattle, especially BIPOC communities, are safe and thriving
	Indicator(s) HSD Indicator(s)—REQUIRED	• People living at or near poverty in Seattle • Seattle Public School students feeling safe and welcome at their school • People injured or killed by gunshots in Seattle
Racial Equity Population Accountability	Racial Disparity Indicator Data	**People that received medical care for gunshot injuries in King County[1]** • 51% - Black/African American/African Descent[2] • 15% - White • 14% - Hispanic/Latine[3] • 9% - Asian/Pacific Islander • 7% - American Indian/Indigenous • 4% - Two or More Races **People living at or near poverty in Seattle[4]** • 42% of American Indian/Alaska Native • 35% of Black/African American/African Descent • 26% of Hispanic/Latine • 24% of Two or More Races • 20% of Asian • 15% of White

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[1] Harborview Medical Center (2024). Compiled full year of monthly direct reports provided by electronic communication to the City of Seattle's Human Services Department.

[2] World Health Organization (2022). "International Day for People of African Descent." Use of "African Descent" here reflects evolving language standards.

[3] Chicago History Museum (2023). "Why We're Saying 'Latine'." Use of "Latine" here reflects evolving language standards.

[4] U.S. Census Bureau (2022). American Community Survey, Average of 2018-2022. At or Near Poverty is defined as Income <200% of Federal Poverty Level.

		• 14% of Native Hawaiian/Pacific Islander[5] **Students feel safe and welcome at their school (Seattle Public Schools)[6]** • 79% of Native Hawaiian/Pacific Islander • 85% of Black/African American/African Descent • 86% of American Indian/Alaska Native • 88% of Asian • 88% of Hispanic/Latine • 88% of Two or More Races • 88% of White
	Focus Population	People who identify as Black/African American/African Descent
	Population-Level Racial Equity Goal(s)	• % of Black/African American/African Descent people injured or killed by gunshots in Seattle. • % of Black/African American/African Descent people living at or near poverty in Seattle. • % of Black/African American/African Descent youth who feel safe and welcome at Seattle Public Schools.
Program Accountability	Strategies	Improve community safety and well-being in Seattle for people ages 10-35 years old through a continuum of services supporting people and communities in Seattle that are directly involved in, and impacted by, gun violence. Strategies: • Intervention Services[7] • School Safety Services[8] • Supportive Services[9]

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[5] Interpret with caution: the Seattle sample size was low for NHPI respondents, and the "real" percentage is between 6 – 28% for people identifying as NHPI. At the King County level, it is 23% for NHPI.

[6] Seattle Public Schools School Climate Survey (2025). Student Survey 9th – 12th: https://www.seattleschools.org/departments/rea/district-surveys/. Instructions how to navigate to the results: Select "2024 Student Survey Results", "Seattle Public Schools", "Student Survey (Spring 2025)", "Student Survey 9th-12th", and "Equity/Anti-Racism". Select question, "I feel safe and welcome at my school."

[7] The Health Alliance for Violence Intervention. (n.d). "Racial Equity Framework for Violence Intervention Solicitations."

[8] City of Seattle Office of the Mayor Bruce A. Harrell (2024). "Executive order 2024-01 Addressing Gun Violence in Schools and Protecting Youth."

[9] Schleimer JP, Lyons V, Smith D, et al (2024). "Co-Developing Theories of Change for Improved Community-Based Violence Intervention Evaluation." *J Trauma and Acute Care Surg*. doi: 10.1097/TA.0000000000004277.

Performance Measures	**Strategy 1: Intervention Services (1a. Hospital-Based, 1b. Intensive Individual Services, 1c. Place-Based Services**
	1a. Hospital-Based Intervention
	Quantity
	- # of individuals participate in services or activities
	- # of services or activities provided
	Quality
	- % of individuals referred to services that successfully received services (e.g., Supportive Services)
	Impact (Measured via Participant Survey, Monthly Status Report, Evaluation)
	- % of individuals engaged in services report increased sense of safety
	- % of individuals engaged in services report increased stability and/or well-being
	1b. Intensive Individual Services
	Quantity
	- # of individuals participate in services or activities
	- # of engagements per individual
	Quality
	- Length of time an individual is engaged
	- % of individuals referred to services that successfully received services (e.g., Supportive Services)
	Impact (Measured via Participant Survey, Monthly Status Report, Evaluation)
	- % of individuals engaged in services report improved well-being
	- % of individuals engaged in services report decreased involvement in violence or general crime
	1c. Place-Based Services
	Quantity
	- # of incidents provider receives
	- # of individuals engaged during incident recovery
	- # of individuals referred to Intensive Individual Services
	Quality
	- % of incidents responded to (shots fired, de-escalations, hotspots, etc.)
	Impact *(Measured via Participant Survey, Monthly Status Report, Evaluation)*
	- % of incident responses result in conflicts mediated
	Strategy 2: School Safety Services
	Quantity
	- # of individuals participate in services or activities (e.g., safe passage, case management)
	- # of individuals receive Family Resource Funds
	- # of incidents responded to (conflict mediations, de-escalations, etc.)

| | | **Quality**
• % of individuals engaged in case management that meet a goal
• % of individuals referred to services that successfully received services (e.g., Family Resource Fund, Supportive Services)

Impact *(Measured via Participant Survey, Monthly Status Report, Evaluation)*
• % of individuals engaged in services report increased sense of safety
• % of individuals engaged in services report improved well-being
• % of Family Resource Fund recipients report increased stability

Strategy 3: Supportive Services
Quantity
• # of individuals participate in services or activities
• # of referrals to services or resources
Quality
• % of individuals engaged in services that meet a goal[10]
• % of individuals referred to services that successfully received services (e.g., therapeutic services, shelter/housing, etc.)

Impact *(Measured via Participant Survey, Monthly Status Report, Evaluation)*
• % of individuals engaged in services report increased stability
• % of individuals engaged in services report improved well-being |
| | Racial Equity Performance Measures | • % of Black/African American/African Descent individuals engaged in services meet a goal
• % of Black/African American/African Descent individuals engaged in services report improved stability and/or well-being
• % of Black/African American/African Descent individuals engaged in services report increased sense of safety
• % of Black/African American/African Descent individuals engaged in services report decreased involvement in violence or general crime
• % of Black/African American/African Descent individuals engaged in services feel safe and welcome at school |

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[10] A "goal" here means a significant, measurable milestone in the service plan, as agreed on between a case manager/service provider and the client (i.e. "Sign up for the Utilities Discount Program by the end of next month" or "By the end of this year, use anger management/conflict de-escalation techniques at least once, when provoked by someone else")